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Business communication management in ETC Company

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by

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1. Introduction

1.1 The specification of research problem

Effective communication forms the base of survival in the competitive environment of modern day businesses. Dynamic changes in our days have increased the role and importance of information and speed of their communications to employees for enhancing the efficiency of companies. Enterprises in Kosovo, besides problems of different natures, also suffer significant losses due to the use of poor methods and techniques of communications and as a result of incorrect perception of the meaning and operation of effective communication concepts leave aside his importance in this way to cause misunderstandings, demoralization and east conflict .The main purpose of this thesis is to analyze and study the communication in trade sector, with special emphasis on trade company "ETC" and to show how communication works in the company and affect managerial success.

Contents of this thesis consists the following structure:

Part one. The first part of the thesis will describe the content of the project, hypotheses and methodology used during the research and drafting of the paper.

Part two. The second part will offer some theoretical aspects related to communication and the importance of its role, the communication process, forms in which it occurs and the directions in which it can flow within the company, some aspects of the development of modern communications and the importance of their activity was caught in a company.

Part three. The third part will elaborate the role of communication in managerial success in particular on the importance of understanding the functioning of communications in an assessment of barrier for companies to communicate effectively, managers challenges in finding effective ways and means to overcome these obstacles and improving communication, the ability of managers to implement the principles, methods and strategies to communicate effectively and increase their success.

Part four. The fourth section will provide an empirical study regarding the communication functionality of ETC company and will explain the structure, variety, tools and communication networks, identifying weaknesses in communication in the company as well as providing a model of effective communication.

The fifth part will represent the concept of an effective model of communication and implementation of this model, conclusions and possible recommendations that will address the company and the trade sector itself and recommendations that will be beneficial in general. As well in this chapter will be offered the relevant sources including professional books, science articles, as well questions and answers.

1.2. The research purpose and the hypothesis

There are few objectives that are aimed to reach in this project:

1) To show the role and importance of effective communication in managerial success.

2) To elaborate the means types networks the communication structure the obstacles in communications and how the overcome of this obstacle influences the decrease of conflicts, the good coordination of business functions and increase the profit.

3) To provide empirical achievements of profit done regarding the role and importance of effective communications in managerial success of trade commercial sector of ETC company.

In this master thesis we start from the below hypothesis:

First hypothesis (H1): The effective communication has an important role in increasing the managerial success affects the motivation, the good coordination of employees in company.

Second hypothesis (H2): The improvement communication in commercial sector contributes in increasing the efficiency, effectiveness of business.

Third hypothesis (H3): The good communication between employees depends on good forms of communication IT, influences in improvements of managerial communications.

1.3 Research methods

In this master thesis the theory will provide us the necessary base for work on the elaboration of the theme and its structure. Theoretical knowledge will provide us an overall picture of the operation of commercial communications sector, while the application of questionnaires to employees of the company etc., will enable interconnection of practical parts with the theoretical parts where will be identified the obstacles for an effective communication in this company and provided a model for ways of improving communication and mean while creating their competitive advantage. To achieve our goals we will use descriptive methods, systematic approach and method of presentation of research results through tables and graphical presentations.

2. SOME THEORICE ASPECT RELATED WITH THE NATURE AND IMPORTANCE OF COMMUNICATION

2.1. The meaning and importance of communication

Communication as a term has its origin from the word "communis" which means "common" while the former who studied communication process in a systematic way were the ancient Greeks. Their concepts on this issue are not considered old even nowadays[1]. Communication is defined as the exchange of information between a sender and receiver and the perception of meaning between individuals involved in it.[2] Every operation and managerial activity includes some forms of communication either directly or indirectly. Either planning, managing or organizational, managers will definitely find themselves communicating with and through others. Managerial decisions and organizational policies are ineffective if, they are not understood by those responsible for their implementation. The role of communication in an organization is shown in picture 1.In order to achieve an effective communication, it is important to know that the information is transferred in a successful way between parties. Communication is considered very important for managerial success.

Achieving success in business nowadays significantly depends on the ability to communicate with people inside and outside the organization. Whether it comes to coordination, motivation, organization, or control of the employees within the organization, or to find new clients, the success or failure is directly linked with the ability to communicate.[3] In fact communication is considered to be effective only if others understand your message correctly and respond in the propriety way of communication. Effectiveness depends on the quality of communication. Managers communicate with their dependences and with their supervisors. They spend more than 75% of their time in effective communication (45 % listening, 30 % conversation, 9% writing, and 16 % reading). Communication gives life organizational structure. Is a thread that holds all the units, under the units, processes, systems and culture together. If there is no communication organization will cease to exist. Communication is vital for the existence of the

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[1] Dr.Shyqyri Laci, "Menaxhimi", page. 110.
[2] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative", page. 110.
[3] Lyn Van der Wagen, "Human resource Management for Events", page. 204.

organization and for successful managers. With the growth of the organization, the role of communications becomes more critical. That is why there is a need for regulation of communications systems by shape, size, performance, location and services the organization offers. Effective management is a product of effective communication. Ineffective communication is a source of frustration, stress and conflict, and leads to unpleasant situations and ruining relations between employees.[4]

Communication is essential especially for the operations inside the organization, because it realizes the integration of all managerial functions.

Communication is especially important for:

- For setting goals and for their transmission through different points in the organization,

- For drafting the plans for achieving the goals,

- For organizing all human and other resources in order to be efficient and effective,

- To lead and motivate people and to create a suitable environment in order for them to contribute their maximum,

- To help people understand better the decision-making process and

- To control performance [5].

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[4] V.G.Kondalkar "Organizational Behavior", page. 194.
[5] Dr.Shyqyri Laci, "Menaxhimi", page. 110.

Although managers spend the majority of their time communicating with others, it does not mean that they should be effective communicator. Robert Levinson senior representatives of banking is very diligent, presents a summary of managerial communication by presenting a typical manager as below: "He speaks more, represents himself faintly and has the mysterious ability to avoid the main problem". Then he concluded that most managers fail to "write a letter of understanding, to make a presentation interesting or keep a speech without forcing listeners to look at their watches. While some can call this perception very tough we emphasize the importance of a good communication with management.[6]

In this theme we will elaborate the theoretic and practice aspect linked with how managers can improve their communications abilities and how can they project an effective communication.

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[6] Robert Kreitner & Angelo Kinicki"Organizational Behavior"page.230
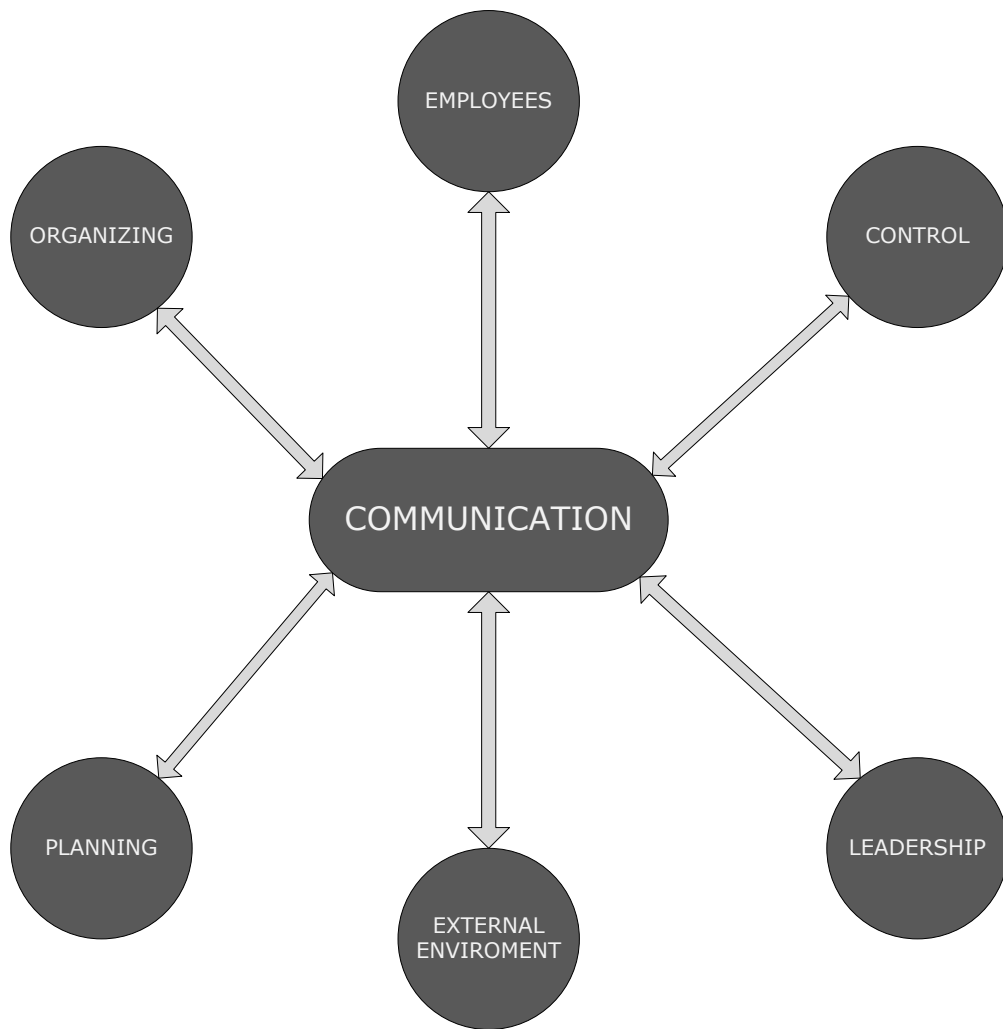
Pic.1, The role of communication in business organization

2. 2. Model process of communication

Communication is the process of exchanging information, ideas or opinions between two or more individuals, or groups in an organization in connection with the operations realized in the organization to achieve a common understanding. Analysis of this exchange reveals that communication is two-way process with a continuous link of elements that make up that. The communication process is a guide in making an effective communication. Knowledge of communication process and its basic elements helps managers to better understand it and what is more important, to build and operate a system of effective communication[7]. Interpersonal communication ability is an essential component in the ability and managerial experience[8]. So the success of managers to achieve an effective communication depends on their ability to understand the process, to analyze their communication pattern and communication pattern that fits better to the needs of the organization. In a systematic way communication process is illustrated below pic. 2.
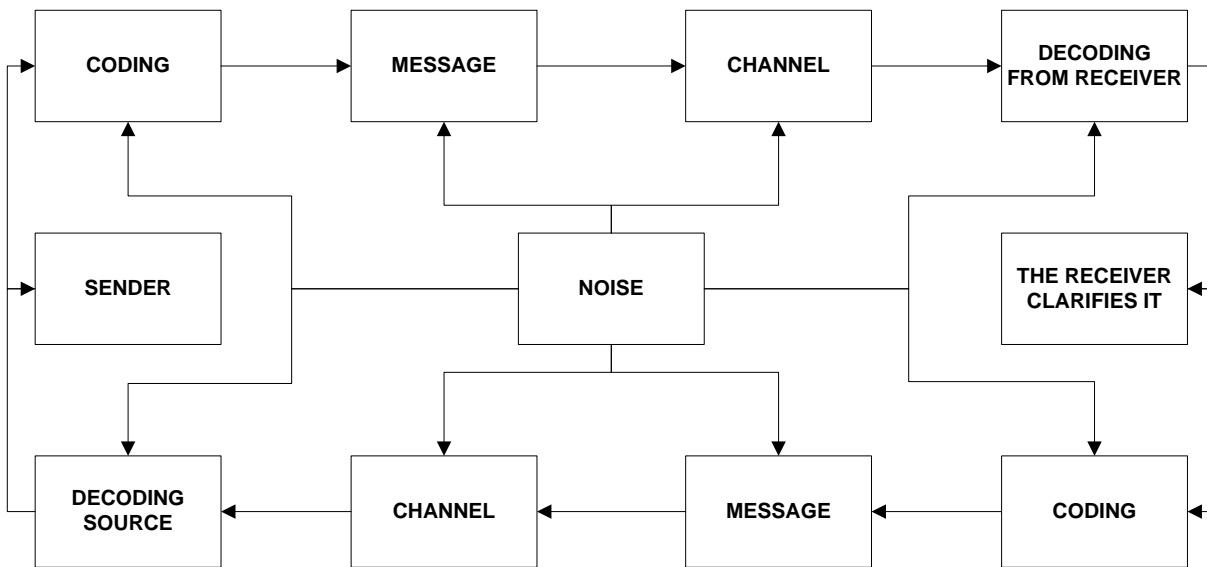
Pic. 2. Communication process in communication system

[7] Robert Kreitner & Angelo Kinicki, " Organizational Behavior", page. 230.

[8] Dr. Berim Ramosaj, "Management - Bazat e Menaxhmentit", page. 189.

Operation of this model is such, an individual, or a group-sender, has a thought or idea which wants to transmit to an individual or other group, which is the receiver. For its transmission, the idea must be translated into a comprehensible form (coding), by the recipient. Messages, which can be transmitted orally or in writing, (holder) was taken from the receiver who decodes it and it takes a real sense of it. By certain actions (for example, lowering the head, facial expression or other actions), receiver tells the sender that the recipient has received the message. (feedback). This message may come as amended or fragmented due to interference noise in each of the elements of this communication process[9]. This message may come as amended or fragmented due to interference noise in each of the elements of this communication process. Knowing of this process helps managers to achieve the goals set with other workers, for managers knowledge of employee's background is very important to reach a common understanding about a particular message[10]. Managers knowing the preparation of other employees can code the message in a way that certain receiver can understand easier. It is easier to choose the propriety mean to transmit a message when you know his background. Effective communication happens when a receiver understand the answers in a way that the sender has transmitted the message. The effectiveness of communication with a certain receiver, the sender can verify in the moment when he estimate the reaction message or feedback. We can notice this while finishing the duties well, motivation of the employers, better organization of work, and better coordinating of business functions. The basic elements included in communication process are related in continuous way and inside it is: listener, coding, message, mean, decode, receiver, feedback and noise. In the following parts the importance of each of these elements will be explained.

[9] Dr. Shyqyri Laci, "Menaxhimi", page. 112.
[10] Dr. Andri Koxhaj & MSc.Florian Tomini. "Menaxhimi i Komunikimit". page. 13.

2.2.1. The sender

The communication process begins when the sender has an idea who wants to convey a specific recipient.[11] Key elements in the communication process are illustrated in Pic. 2. Communication process includes source, which encrypts the message by giving meaning and receiver which decodes the message in his own way in the way of perception[12]. The sender can be manager, non-manager, department or organization who initiates the communication. This source is responsible for the success of the message. The sender must transform the message, information or idea in a meaningful form and send it through an appropriate channel for receiver. The message can be sent in written means, verbal or non-verbal. Depending on the nature of the message, urgency, occurrence of the message sender and receiver etc., the sender must choose what form of communication is in appropriation with the nature of the message. Managers every day communicate with managers of the same hierarchic level, with their dependence, supervisors, consummators and with other groups outside the organization. Likewise operate the non-managers communicating with their colleagues and managers, consummators and other groups outside of the organization. Communications inside the organization are very important to coordinate the work of the business functions. Organization increasingly communicates with people inside and outside the organization. Each of them could be a message sender with an idea, information, that should be transmitted to a man or a group of people to achieve a certain goal[13].

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[11] Michael Beer, "Understanding and Managing Organizational Behavior", page. 51.

[12] Schermerhorn J, & Hunt J, & Osborn R, "Organizational Behavior", page. 190.

[13] Dr. Shyqyri Laci, "Menaxhimi", page. 112.

2.2.2. Coding

Communication starts when the listener codes an idea or thought[14]. Coding means choosing the symbols with the help of which the message is delivered, where not only words are written or spoken, but also gestures, intonation, mimics are also included, which are all used for expression. The function of coding is to secure a form, by which the ideas and the purposes can be expressed through messaging[15]. The main form of coding is the language. A good way of improving coding of a message, that you want to transmit is that when the sender codes the message, the sender has to put himself in the receiver position. He also has to use symbols that are familiar to the receiver. When the sender sends a message he translates the message in a more understandable form for the receiver, he has to consider the distance between him and the receiver, the receiver's background, the time available to send the message and also channel availableness[16]. Considering the distance between the receiver and the sender is very important, because it allows us the opportunity of choosing the right means to communicate with the receiver. Also knowing the background of the receiver is important because that way the sender knows up until what amount to code the message. The more the receiver and the sender's backgrounds are similar to each other, the less the idea or information needs to be coded. For example, managers that are willing to communicate to the managers of the same level, they can code the message much easier than with their employees, because the background of the employee and the manager might belong to the same level, and that the reason why they should code in a much suitable and simple way in order to accomplish an understanding with their employees. Also the effectiveness of understanding a message depends on time and availableness of channel. In order to accomplish successfully the process of coding, you should coordinate successfully some factors like the ability, knowledge, attitude, and the social cultural system[17].

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[14] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative", page. 230.
[15] Dr. Berim Ramosaj, "Management - Bazat e Menaxhmentit", page. 189.
[16] V. G. Kondalkar, "Organizational Behavior", page. 194.
[17] Dr. Mimoza Kasimati & Dr.Mimoza Maxhari, "Sjellje Organizative", page. 257.

2.2.3. Message

The production of coding is a message[18]. A message can be interpreted in many different forms by mouth, by writing and in a verbal form. We can also use the combination of these forms in order to express a message, because very often one of the forms completes the other. The effective messages are clear and complete. A message is clear when it's interpreted and understood easily for those to whom the message is dedicated to. A message is information that purposes to achieve a understanding between the sender and the receiver. If the sender is unclear in the interpretation of the message then the communication is ineffective.

Managers have a lot of purposes for communication. They are responsible to clarify the plans of the organization of the employees in an organization. From their ability of communication in the right way depends on the implantation of plans and achieving different purposes in an organization. The effectiveness of the employees work depends on them understanding their duties and this is achieved only with the right communication. So the message is what the sender displays to communicate and from the right forms that he receives, considerably depends on the means used for communication. The message and the mean used are very closely related to each other. There are two things that should be remembered when you want to send a message. Firstly, the contents of the message are bigger than what the eye captures. Messages might contain secret information and also cause immediate emotional reactions. And secondly, you should use the appropriate mean to send the message[19].

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[18] Robert Kreitner &A ngelo Kinicki, "Sjellje Organizative", page. 230.
[19] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative", page. 231.

2.2.4. Communicative channel

The channel is a mean used to send a message. Managers have in disposition different means to communicate with the employees and different managers. There are three main methods. The first one is verbal communication, the second one is with writing, and the third is the nonverbal form. There are different means to communicate a message contains communication face to face, telephone conversation, maps, group meetings, photographs and skits, electronic post, production plans, calculations, computer information. The purpose of these means used to transmit a message is the same: sending the coded message with accurately to a receiver appointed[20]. Selection of the appropriate form is dictated by many factors such as: the nature of the message, the goal he aims to achieve, the type of audience where he addressed, the proximity space time to disseminate the message, and personal preferences[21]. The purpose of these means used to transmit a message is the same. In a situation where the message should be sent to a bigger group of people, the transmission through writing communication may often be more effective. In many cases there are two forms of communication used: oral and written communication, because one fills the other. If the sender transmits a message through an appropriate channel, the sender might not capture the right meaning of the message. This is the reason that the sender should be very careful in choosing the right channel, because this helps in the effectiveness of understanding the message from the receiver's side.

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[20] Michael Beer, "Understanding and Managing Organizational Behavior", page. 51.
[21] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative", page. 231.

2.2.5. Decode

After a message is received, the receiver begins the process of decoding which is the returning of the message from the receivers' side in the original form that the sender has transmitted[22]. But the receiver decodes the message by translating the contents of the message in a form that he has understood[23]. Decoding consists of a translation of the verbal and visual aspects of the message in a form that can be interpreted. Receivers interpret the message basing on their experience and within the concrete framework of reference. When a system is effective communication sender and recipient reach a common understanding of the message. Therefore the decoding is a key factor of misunderstanding. When a system is effective communication sender and recipient reach a common understanding of the message[24]. For this it is necessary for receiver to unfasten the message in a manner that was perceived by sender.

2.2.6. The receiver

For the realization of communication process, along the sender it is necessary the existence of the receiver and the message receiver, so the person or a group of persons who exchanged messages[25]. Receiver can be managers, non-managers in organization to whom the message is addressed to, but receiver also can be other persons to whom the message is not addressed, example in the case of tapping any conversation or reading secretly any particular document. When the receiver accepts the message in his mind he automatically creates an understanding of message. He acts according the way of his interpretation. The rate in which the person understands the message as the sender intended depends on several factors. It includes the knowledge of a person about with the topic that is discussed by sender, their perception for message and the loyalty between sender and receiver. Also the recipient interpretations are influenced by their experience, knowledge, skills, attitudes, perceptions and culture. This is similar as in the case when the sender encrypts the message that is precisely influenced by the

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[22] Michael Beer, "Understanding and Managing Organizational Behavior", page. 51.
[23] V. G. Kondalkar, "Organizational Behavior", page. 194.
[24] Dr. Shyqyri Laci, "Menaxhimi", page. 113.
[25] Dr. Shyqyri Laci, "Menaxhimi", page. 113.

same factors[26]. Effective communication requires the service to accelerate the decoding capability of the receiver and the receiver know it comes from. Successful communication occurs when the receiver correctly interprets messages received by the sender.

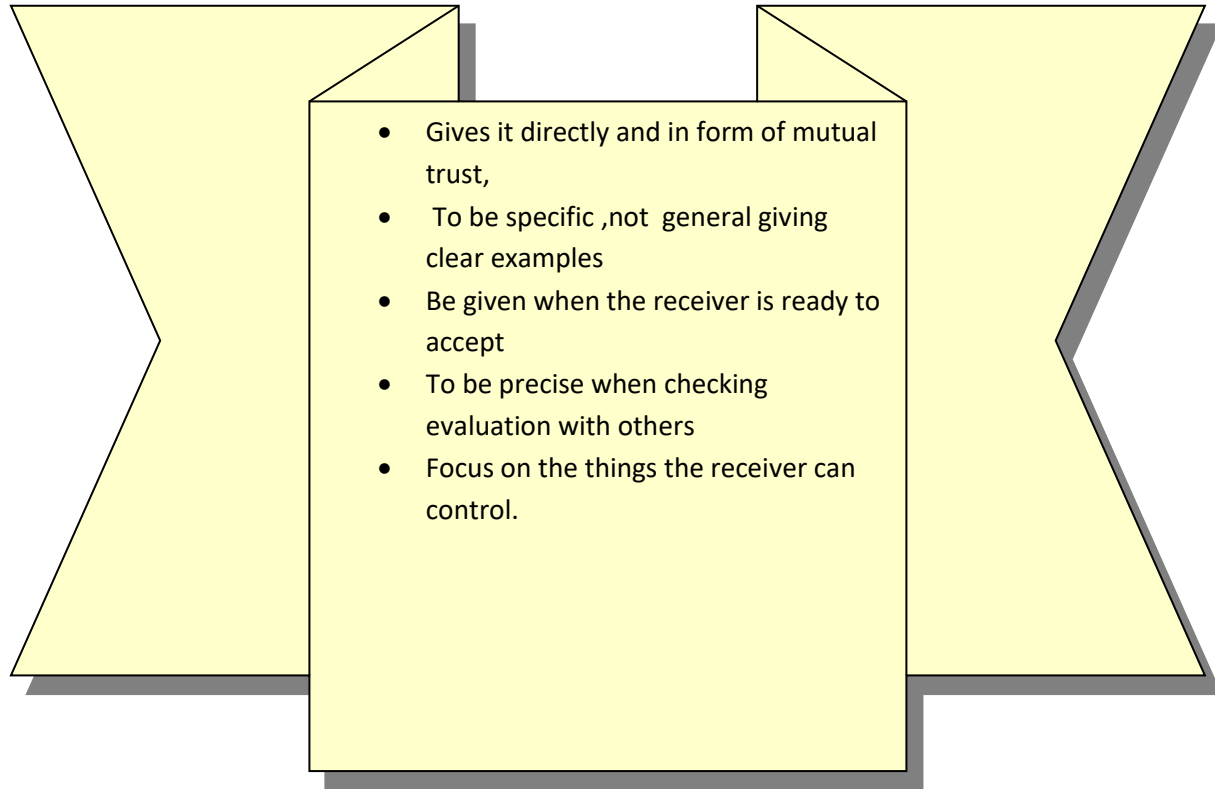[26] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative", page. 231.

2.2.7. The information returned

The receiver's answer to the message is the essence of the feedback. In that point of the process of the communication, the receiver turns into sender[27]. So the receiver codes the received message, by transmitting it into the original form. The feedback is a general control, which gives the sender an idea of how much the message is really understood. This is the main reason that the feedback is very important in estimating the effectiveness of the communicating process. There is a whole in between the purpose of the message and understanding it in the right way. These holes in the communication are identified through the feedback, the process where the receiver transmits to the sender the message sent from him[28]. Exchanging of the information through the feedback and keeping the channels open for the feedback can be very necessary for the improvement in the communicating process. Often the words have a polite and useful purpose but they can easily be taken as hostile and unpleasant. This risk is especially appearing in the estimating process of the performance of the employees. A manager or a leader of team should be able to do more than just filling a document with writing estimating the employees work. The manager should serve the developing needs of the employees and give the evaluating results through communicating continually their laudations and critics for the work of the employees. The effective communication is very important for managing the performance of the employees in an organization. For the manager the feedback in the process of the communication can be secured in different ways. In face to face situations, the direct feedback is possible through verbal exchange and also through the face expression from which you can tell a dissatisfaction or a misunderstanding. Apart from this, the failure of communication can be told by indirect means like: the productivity decline, poor quality of a product, the absence of the expected incomes from the investment, conflicts, absence of coordination between units, the poor quality of service etc. The feedback gives the listener the chance to clarify a misunderstood message by taking corrective decision. Managers can be very successful through the feedback, because through it they can become aware of the barriers and improve them resulting in a higher performance of their work and employers. Effective feedback is shown in pic. 3.

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[27] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative", page. 231.
[28] Schermerhorn J, & Hunt J, & Osborn R, "Organizational Behavior", page. 190.

How can an effective manager give a constructive feedback?

- Gives it directly and in form of mutual trust,
- To be specific ,not general giving clear examples
- Be given when the receiver is ready to accept
- To be precise when checking evaluation with others
- Focus on the things the receiver can control.

Pic. 3. In the framework of effective feedback

2.2.8. The noise

Noise will be considered all interventions that have no connection, and that affect transmission of the message and meaning of it [29]. Noise refers to factors that distort the clarity of message that are encrypted, decoded and transmitted in the communication process. Results of noise from ambiguous wording inattentive listening or telephone lines linked at ineffective communication and that is unavoidable result[30]. Noise may appear in many different forms, like:

- The environmental noise prevents the clear formulation of a thought or idea.

- Coding may be difficult because of the usage of unclear symbols.

- The transmission can be stopped without a cause, for example the phone lines with defect.

- Decoding can be done incorrectly because of the wrong interpretation of the special symbols[31].

Managers should water down the noise be making it easier to be read and the clarification of the written communication. Also another catch is the usage of an inappropriate channel, and provocative words, words contrary to the body language and technique continuance. These are the preventing things that appear during this process and the factors that affect negatively to the communicating process.

Process of communication is a perfect leader towards achieving a effective communication. If properly prosecuted, this process can assure that the message of a sender can be understood by the receiver. Even though the process of communication seems simple, if you actually consider the misunderstandings that happen during this

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[29] Dr. Mimoza Kasimati & Dr. Mimoza Manxhari, "Sjellje Organizative", page. 257.
[30] Michael Beer, "Understanding and Managing Organizational Behavior", page. 51.
[31] Dr. Shyqyri Laci, "Menaxhimi", page. 113.

communication of an idea or information, it's really not. So the managers should be aware of the importance that a communication has during its work. The managers with an effective communication can achieve to organize the work of the employees and theirs better. They also can ensure motivation and higher moral, a better control and coordination in between the employees of an organization.

 The success estimation of the managers relays on how much they have achieved the objectives they can realize with a greater success in their work. So the successful and effective communication within an organization runs from the implementation of the process of communication. All the members within an organization will improve their communicative ability if they follow the process of communication and stay away from the drawbacks. It is testified that the managers that understand the process of communication are more effective communicators, and those who are effective communicators have a greater chance at being successful.

2.3. System and methods of communication

In business, lot information or details must be reported consistently. For this reason it is important that information to be communicated in a clear and organized way to be easy and understandable for all. It is also important that the communication should be done in proper form. There are three main ways of communication, and these are: oral communication, written, and non-verbal forms of communication or body language. Purpose of all methods should be appropriate use of a number of channels to ensure that the message is received by all those to whom the message was addressed.[32]

The choice, of which form should be used, depends on the location of the sender and receivers, acknowledgement from where the receiver comes from, the nature of the message, cost of sending a certain message[33]. Verbal communication includes transmitting and receiving ideas by using words. This form can be use face to face,

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[32] Michael Amstrong, "Handbook of Human Resource Management Praktice", ed. 10, page. 821.
[33] V. G. Kondalkar, "Organizational Behavior", page. 196.

telephone conversations, negotiation and meetings. Writing forms are: description of work, letters, reports, e-mails, agendas, minutes, memos.[34]

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          ┌──────────────│  SENDER  │──────────────┐
          │              └──────────┘              │
          │                                        ▼
┌─────────────────┐                        ┌─────────────────┐
│    FEEDBACK     │                        │   WORDING OF    │
│   NON-VERBAL    │        ╱╲  ╱╲          │     MESSAGE     │
│      ORAL       │      OBSTACLES         │                 │
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│    MESSAGE      │                        │   NON-VERBAL    │
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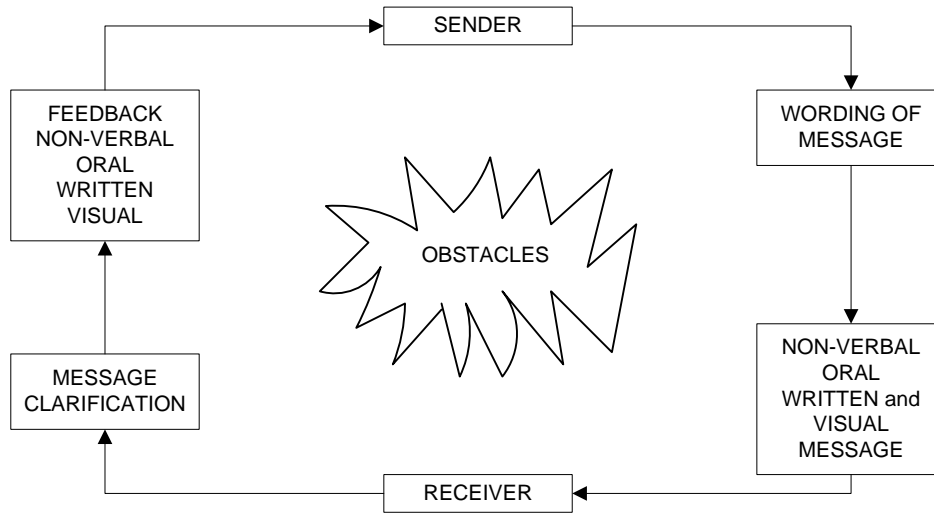
Pic.4.Communication way between sender and receiver

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2.3.1. Oral communication

- Meeting

    The advantage of this lies in that the information obtained from more than one person and the same is distributed to a number of people, at the same time, saving time and effort. Problems which arise include the possibility for a person to dominate the meeting, excluding other potentially better information and participants, which not all "hear" the same message[35].

- Personal contacts

In situations to-face, individual problems can be solved, the information given and accepted immediately responds. They are useful for communicating important and sensitive issues, such as verification and require intensive interaction[36]. Weakness of this form is a necessity for thinking and spontaneous reaction, something which for some people is difficult. Also, authority or status of one participant can prevail over another.

- Phone conversations

This allows a two-way flow of information and provides immediately responds. It is less personal than face-to-face situations, as Milgram demonstrated in his studies on obedience (conviction), people find it easier to refuse by telephone. There are also great possibilities of misunderstanding, because nonverbal signals cannot be seen by the recipient. As human beings we understand a large part of what is to be said through facial expressions, body movements and gestures[37].

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[35] Shelia Hayward, "Applying Psychology Organization", page. 43.
[36] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative", page. 231.
[37] Shelia Hayward, "Applying Psychology Organization", page. 43.

2.3.2. Advantages of oral communication:

a) Speed and efficiency, because it is much more rapid than the written form.
b) Easy dialog allows us to look after easier pose questions, explore things listen and express opinions or different ideas about the disputed issue.
c) Is less formal and official, do not want to arrive at a conclusion because people do not remember everything you say.

Managers should recognize the strengths and weaknesses of these forms of oral communication in order to choose the appropriate form to communicate an idea, information or opinion with the organization's employees. Should also bear in mind that during communication must speak clearly and not murmuring, to organize thoughts, and be accurate to improve the ability of listening by respecting people's time and the chance to talk and tell their opinions and ask for understanding the right question.

2.3.3. Written communication

Written communication is the objective is stable, planned, structured, and formal and deals with the past and the present.[38]

- Papers

When they circulate within the organization, they give the message "This is important, take my message seriously". These can be used to announce decisions to heads of departments or laborers.

- Magazines

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[38]V. G. Kondalkar, "Organizational Behavior", page. 196.

Magazine is a clear way to keep employees informed about the company and these are often used for purposes of public relations. In these Journals Company can explain its achievements and thereby helps to know and trust her. If the employees are encouraged to contribute, magazines can be done more human[39]. Serve for a variety of management purposes: a) they create a suitable tool for the notification of changes in the policy and procedures of the organization, b) they can be used to publish announcements on the opening of new jobs, c) they are a way to match the long-term goals and mission of the organization[40]. The greatest danger is when magazines, in order to create good relations with the public write things that are not real and employers see them.

- Newsletters

Newsletters can be used to provide immediate information for employees who cannot wait for the next number of newsletters. Newsletters are useful only if they are distributed quickly and read by all interested employees[41]. This could simply be posted on a notice-board and read by all employees.

- Memos

This may require or simply announce information. They are usually short and communications have priority over the eye with eye way, since there is a written record, however, the response is slower[42].

- Table's announcements

[39] Michael Amstrong, "Handbook of Human Resource Management", Pranctice, ed. 10,page. 822.
[40] Dr. Enver Kutllovci, "Menaxhimi i Burimeve Njerezore", page. 81.
[41] Michael Amstrong, "Handbook of Human Resource Management", Pranctice, ed. 10,page. 822.
[42] Shelia Hayward, "Applying Psychology Organization", page. 44.

Billboards are an obvious way of information, but often misused as a tool of communication. The greatest danger is allowing disorder with information or still keeping past materials in the table. It is essential to set people responsible for maintaining table's announcements, which should change past materials or unauthorized announcements[43].

- Formal reports

Those most frequently mentioned it to serve what is now discussed throughout the meeting, in order to avoid disputes about what relating to such agreement is reached. Other reports are related to work projects or work practice. From author's point of view the advantages of this stay at document prepared in time and this has a wide circulation .If this report in written long, they cannot share enough time to read, so the information may be lost [44].

It is important to write thing down when:

- All need to understand the same thing ,
- When something should be kept in mind or is made official,
- In case something is official.

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[43] Michael Amstrong, "Handbook of Human Resource Management", Pranctice, ed .10, page. 822.
[44] Shelia Hayward, "Applying Psychology Organization", page. 45.

2.3.4. Nonverbal communication or body language

A non-verbal communication signal includes facial expressions, gestures, eye contact and various positions of body and physical. All these transmit a certain meaning. We call this kind of communication nonverbal, well not by words[45]. These are things that communicated before words, and may have extraordinary importance since often determine moods, relaxation, and optimism, formal or non-formal way. Due to the prevalence of nonverbal communication and its visible impact in communication, is important for a manager to become aware of, for the sources of non-verbal communication.

Body movements and gestures

Body movements such as bending forward or back of the body, such as gestures and finger movement, provide additional non-verbal information. A movement of the body may not always have a meaning in itself, but when accompanies the words spoken orally, it fulfills their meaning. Managers must be careful not to confuse the other employees were communicating verbally saying things that challenge by its uncontrolled gestures. Interpretation of body movement and gestures can easily be misinterpreted and is very dependent on the cultural features. Incorrect interpretation may create additional noise in the communication process[46].

Touching

Touching is assumed to be the most powerful non-verbal signal[47]. Among people there is a tendency to touch the people we like. Rates also vary, affected differently in different countries.

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[45] Dr. Mimoza Kasimati & Dr. Mimoza Manxhari, "Sjellje Organizative", page. 261.
[46] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative", page. 234.
[47] A. Grepcka & E. Bozdo & E. Martiri, "Menaxhimi i Infomacionit dhe Komunikimit", ITAP, page. 4.

28

Facial expressions

When we speak, and even when we hear accompanies what we say. They can convey fear, aggression, coy etc. Smile, typically expresses warmth, happiness, and friendship, while darken the eyebrows imparts dissatisfaction or frustration.

Intonation of voice

Intonation of voice also accompanies the words say. We can never understand how it is done detail discussion in a meeting by reading the detailed minutes only[48]. Intonation of speech cannot be fixed, but is accompanied by an element, that keyword gives it meaning.

Eye contact

Eye contact is a powerful non-verbal sign that performs four functions in communication. First; eye contact regulates the flow of communication, signaling the start and end of the conversation. As there is a tendency to look beyond others begins to speak and see to them when the conversation is conducted. Second, glance intent that facilitates and oversees control since it reflects the interest and attention. Third, eye contact transmits emotions. People tend to avoid eye contact when discussing bad news. Fourth, concentrated glance is conditioned by the type of relationships that exist between people who communicate.[49]

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[48] Dr. Mimoza Kasimati & Dr. Mimoza Manxhari, "Sjellje Organizative", page. 261.
[49] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative", page. 235.

2.4. Models of communication in the organization

Communication nowadays is more developed and is as a key feature in the coordination and success of an organization. Communication is an important tool in achieving the organization's goals. Study patterns of communication in the organization are a good way to identify the factors that influence effective and ineffective management.

Studies are found for example that effective managers in contrast ineffective tend to be:
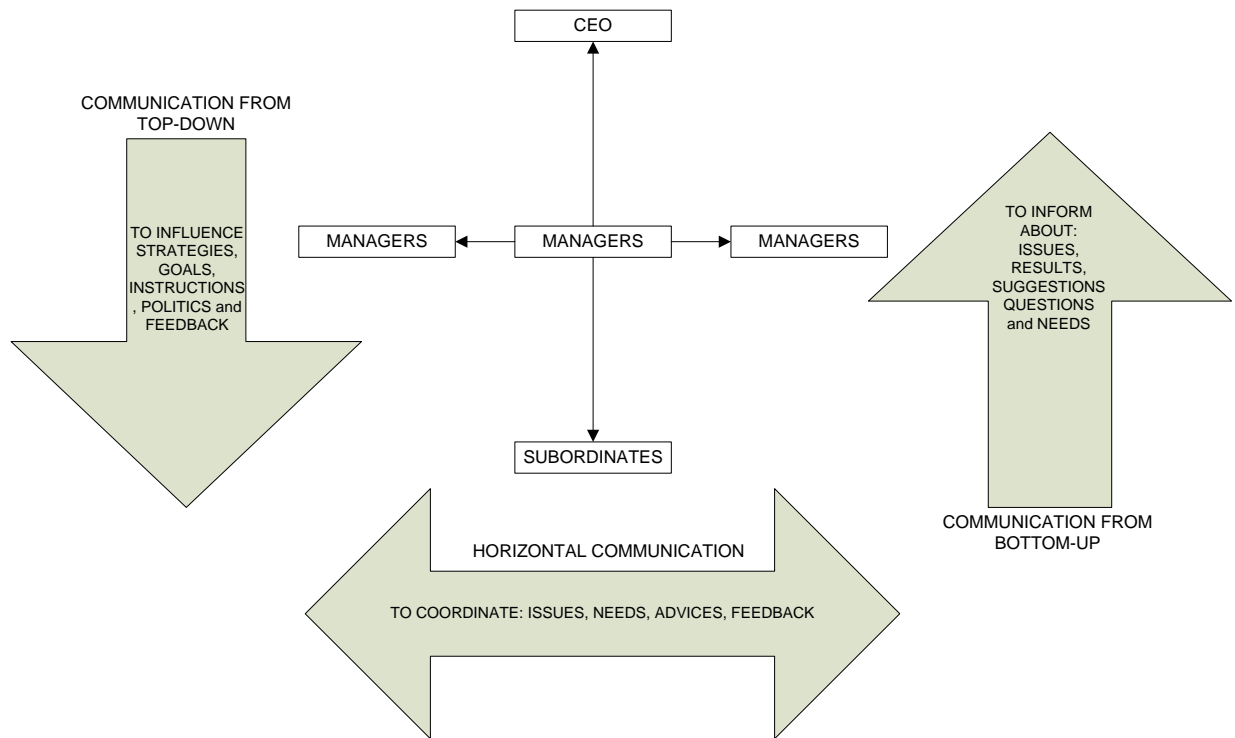
- with communication-oriented and express a desire to talk,
- more likely to employees,
- to be ready to ask more than to show,
- more open to explain "why " of things.[50]

For the realization of a fast and efficient movement of necessary information, managers from the moment of organizational projection should bear in mind that communication, is implemented in four different directions: up-down communication, down-up communication, diagonally communication and horizontal communication[51]. These four areas of work within the scheme that decides which communication occurs in an organization. In a systematic way directions of information flow in an organization are shown in Pic .5. Flow of information and the speed of communications to employees in a timely and proper manner is essential for organizational effectiveness.

Close recognition for each of them will give the manager the opportunity to better evaluate the obstacles for an effective communication and finding the means over these obstacles.

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[50] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative", page. 237.
[51] Dr. Shyqyri Laci, "Menaxhimi", page. 114.

CEO

COMMUNICATION FROM
TOP-DOWN

TO INFLUENCE
STRATEGIES,
GOALS,
INSTRUCTIONS
, POLITICS and
FEEDBACK

MANAGERS ← MANAGERS → MANAGERS

TO INFORM
ABOUT:
ISSUES,
RESULTS,
SUGGESTIONS
QUESTIONS
and NEEDS

SUBORDINATES

HORIZONTAL COMMUNICATION

TO COORDINATE: ISSUES, NEEDS, ADVICES, FEEDBACK

COMMUNICATION FROM
BOTTOM-UP

Pic.5. Direction of information flow in organizations

2.4.1 Vertical communication

2.4.2. From top-down communication

This communication is realized when the information flow from higher levels to lower levels of organization. The manner of operation of the vertical communication or top-down and down-up is shown in the Pic. 6. One of its main functions is information. Employees of lower levels need to know what are the higher level staff doing and continuously be informed about key policies, strategies, objectives and technical development. With particular significance is the feedback and information on performance results. Flow of information from the top-down helps managers to minimize the spread of rumors and uncertainties about their, or high level goals[52]. So in this model of communication information flows from the superiors to subordinates through the formal channels of the organization. Written communication is realized in the form of policy documents of the organization, staff regulations, manuals, procedures and manual, but if a communication is accomplished in verbal form then it deals with every day passing of information about the functioning and daily operations in the organization. Effective communication must be clear and specific simple. Superiors should assess and understand the ability of recipients and keep in mind their language and level of perception for effective implementation of a communication[53].

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[52] Schermerhorn J, & Hunt J, & Osborn R, "Organizational Behavior", page. 198.
[53] Michael Beer, "Understanding and Managing Organizational Behavior", page. 55.

MANAGER

SUBORDINATES   SUBORDINATES
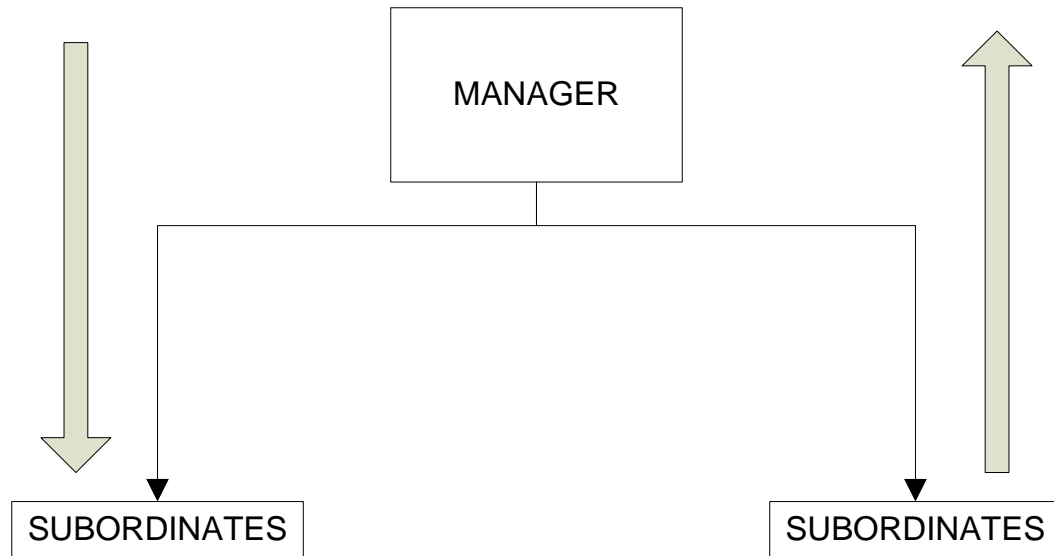
Pic.6.Vertical communication (top-down communication and bottom-up)

In the book "The social psychology of organization" (D. Katz and R. Kahn, 1996) have identified five main types of bottom-up communication:

- Work instructions, which show in detail how the work should be done: These instructions issued by written materials, training manuals, training sessions etc.

- Acts in ways that reflect how jobs in organization are related to each,

- Relatively high degree of specialization made it difficult for individual workers to properly perceive the way their work is related to the general operations of the organization, so something like this done through acts described above,

- Acts where are described the policies and procedures, and which explains the employees their rules and personal benefits,

- Feedback (information) on the individual performance. This information can be given every day or in the form of periodic performance evaluation,

- Communication which represents efforts to promote the feeling of duty and commitment of employees toward the objectives of the organization .[54]

Managers must be careful by this kind of communication, considering that if it does not properly implemented the information that passes top-down more often distorted by not understanding directions and even without reading them.[55] Also being very authoritarian managers in this type of communication can damage the morale and motivation of employees. However being used properly this kind of communication they can provide these benefits:

- Understanding of the methods of work by employees,

- To keep constantly informed about the rules, procedures and employee practices,

- To motivate employees.

Also an important requirement of effective communication is that information's by passing from top to bottom must be translated into practical and operational terms in order to achieve a higher level of understanding. If not translated into relevant messages for the recipient, then the message will

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[54] Dr. Shyqyri Laci, "Menaxhimi", page. 114.
[55] V. G. Kondalkar, "Organizational Behavior", page. 198.

lost the purpose for what was sent. For example if the organization's objectives are formulated in very general terms, and are also transmitted to employees without specifying its objectives, then they will not understand and doesn't have it clear what exactly they need to do or to act.

2.4.3. Bottom-up communication

When information flows, flow from lower levels and is addressed in the highest levels within an organization, such as information from employee to their supervisor is realized than we can say that is performed communication from the bottom-up. Typically, such messages include ideas, opinions, annexes or other types of information from employees to their superiors. This may include suggestions for improvements, reports and memos, opinions to work on various issue and new ideas. Even though the up-down is the opposite of top-down communication has some important differences between them. These differences arise due to the change in status of the communication between employees. For example, according to a survey said that information from employees to their superiors happens far less than the communication from superiors to employees. In fact, a study found that 70% of workers have been interacting with their supervisors less than once a month, and when employees communicate with higher levels their conversations tend to be much shorter than those that they have with others who are in their level. It is important to know that when communication is implemented from top-down, often can happen that transmitted information to be incorrect. Considering that employees are interested to handworkers before their superiors, they tend to emphasize their achievements and to minimize as much as they can their mistakes. This trend where employees intentionally avoid information that are not good for them will have negative effects for the organization. Managers should be concerned about this phenomenon, because they can make good decisions only when

they have accurate information available to workers. Organizations must provide a climate and a system to encourage bottom-up communication.

This is achieved by creating an open system of communication and employee should feel that their supervisors are always available to share thoughts, ideas and views and use them to make an effective decision.[56]

Communication from bottom-up is good for the organization for several reasons:

- Firstly, through the communication managers are informed about implementation of policies and programs by the organization's employees,

- Secondly to provide information about production, quality products or services etc.,

- The third provides manager the necessary feedback for responding workers to policy changes, changes in their work as well as for other issues, which affect their attitude and performance,

- Fourthly to receive complaints of employees.
  In organizations where the communication from up-down is missing, employer's motivation and job satisfaction is low.

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[56] V. G. Kondalkar, "Organizational Behavior", page. 198.

2.4.4. Horizontal communication

Within organizations, messages not flow only top-down across sectors and departments of the organization, but also outside the organization. Horizontal communication is the term used to identify the information flow sideways, at the same organizational level. Horizontal communications are shown below in pic. 7. This is not a formal communication to its nature and is necessary for the promotion of a supportive organizational climate. Information of this type are characterized by a coordination efforts and efforts to work together[57]. For example a marketing vice president will need to coordinate its efforts with people in departments where advertising has started a campaign for a new product. This will require coordination of information with expert of production (to see whether the products will be available), as well as those of the department of research and development (to see what do people really want in the future). Unlike vertical communication in which employees are from different levels of organization, horizontal communication includes employees of the same organizational level. So this kind of communication tends to be even easier and friendlier. Also tends to be random in tone and more easily accomplished, because there are less social barriers between employees on the same organizational level. However this does not mean that horizontal communication is without potential pitfalls. In reality people in different departments sometimes feel competitive with one another for resources with organizational value, so they tend to show dissatisfaction for each other to their leader. And when this phenomenon occurs where a competitive orientation replaces a friendly one, work tends to be ineffective[58]. Lands Berger found that horizontal communications occupy a large part of the communication, especially before the vertical process is putted into work to resolve a conflict or to take action and decisions. Committees, working groups, conferences and other methods are some of the ways through which horizontal communication can strengthen more. From this method and also dependence develop a strong sense of self-esteem[59].

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[57] Michael Beer, "Understanding and Managing Organizational Behavior", page. 56.
[58] Michael Beer, "Understanding and Managing Organizational Behavior", page. 56.
[59] Dr. Andri Koxhaj & MSc.Florian Tomini, "Menaxhimi i Komunikimit", page. 46.

Horizontal communication is important for the effective functioning of the organization because:

- Facilitates the coordination of work between employees of the same level,
- Allows the exchange of experiences and knowledge between workers.
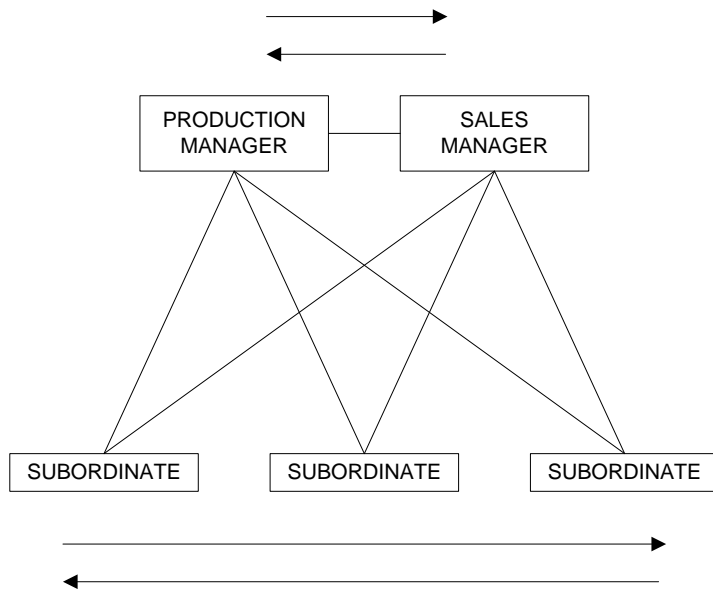
Pic. 7. Horizontal communication

2.4.5. Diagonal communication

Horizontal communication in many cases during organizational design is ignored, diagonal communication is less useful concept in the organization. It is important and is used in situations where you cannot effectively use other communication channels[60]. For example in the case where a manager of a department receives information from another sector, he is communicating in diagonal way instead of communicated one down-up and then horizontally. From this example shows that the diagonal method of communication saves time for the transfer of information.

2.5. Communication network

Communicating network defines network communication channels through which information will flow in an organization. These channels can be formal and informal. These will be explained in the following.

2.5.1. Formal communication

Types of communication from the up-down, down-up, and horizontal are also called formal channels of communication because communication is carried out by defined roads since the first organizational structure. Horizontal communication is encouraged by organizations due to the shortening of the time, by exceeding the obliged channels of vertical hierarchy and transmission of information in a very efficient and accurate way. Whether the communication is taking the verbal or written form it will depend on relationships, availability of time and importance of issue etc. This type of communication is called formal communication[61].

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[60] Dr. Shyqyri Laci, "Menaxhimi", page. 114.
[61] V. G. Kondalkar, "Organization Behavior", page. 199.
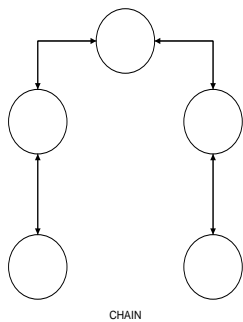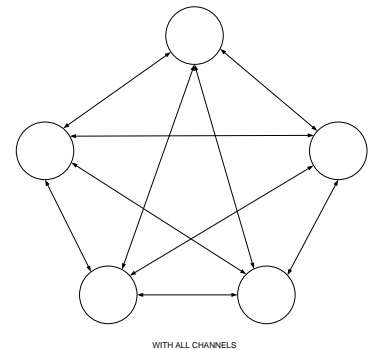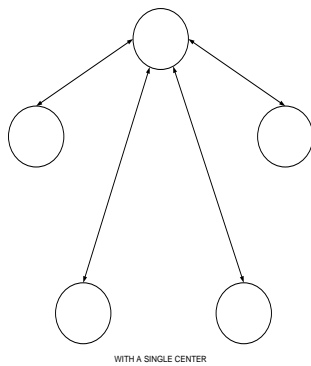
2.5.2. Informal communication

Informal communication is not planned by the organization, so these kind of formal channels of communication do not exist in the organization. Informal networks have nothing to do with levels of authority but are free to move in any direction and in general satisfy social needs of employees in order to facilitate the accomplishment of work tasks. This type of communication takes place due to the desire of workers to communicate with each other. This is the result of social interaction. These ways are formed small groups, and they not only communicate and discuss personal issues, but also express their sincerity views regarding official or formal issues. This kind of communication is usually done during lunch, during coffee time or during social gatherings. If the organizational climate is healthy, this kind of communication helps in quickly solution of organizational problems[62]. Informal communication system has positive and negative effects in organization. The useful side lies precisely in the fact that may help or complement formal system of communication, and the adverse side lies in the weakness that may cause the system to the overall communication system. Informal channels of communication can be used and have positive effects when we desire to quickly launch wide news[63].

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[62] Same, page. 199.
[63] Dr. Berim Ramosaj, "Bazat e Menaxhmentit", page. 194.

2.6. Communication circle

Defines network communication channels through which information will flow in an organization. Channels can be formal or informal, that's why also networks are classified as informal and formal[64]. For easy understanding, will describe schematically as in Pic. 8. Picture describes three models of interaction and formal networks of communication that are common within an organization. Organizations that have the right model of interaction and network communication, have changed much in the way towards achieving better functioning with employees and achieving higher performance results of employees. As shown in Picture.8.three typical communication networks in a small group can be called, in the form of chains, wheels, or all channels.

WITH A SINGLE CENTER

WITH ALL CHANNELS

CHAIN

[64] Dr. Mimoza Kasimati & Mimoza Maxhari, "Sjellje Organizative", page. 266.

1) With a single center,   2)With all channels,   3)Chain.

Pic. 8. Examples of interactive formal network of communication in organization.

Network in the form chain follows the formal commands. This form is most appropriate when the main problem is the accuracy and in organization where reporting is strict and duties are well defined[65].

Communication network with a single center, is very concentrated. This circle network is very fruitful, and more efficient for simple jobs. Problems are solved very quickly with few errors and a small number of information[66]. Some jobs require interactive groups where members work together on tasks and become a close coordination of activities between them. Flows of information flow for all members. Weaknesses and the advantages of each network are shown in pic. 9.

Criteria			Networks		
			Chain	Wheel	All channels
Speed			Moderate	Speed	Speed
Accuracy			Top	Top	Moderate
Appearance of leader			Moderate	Top	Non
Satisfaction of members			Moderate	Bottom	Top

Pic. 9. Weaknesses and the advantages of each network.

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[65] V. G. Kondalkar, "Organization Behavior", page. 200.
[66] Ibrahim Kuka & Justina Shiroka Pula & Besnik Krasniqi, "Menaxhimi dhe Vendosja", page. 141.

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This results in an interaction model of decentralized communications network, in which all members of the organization communicate directly with each other and share information's with each other. This form is called "all Channels" or star network communication[67]. This form is appropriate when we are dealing with complex tasks than for routine or common tasks. This form also keeping informed all contribute to increase job satisfaction of employees. Every network serves different situations; no one is suitable for every situation.

2.6.1. Informal networks

Otherwise informal communication is called "vine". Vine represents an informal communication system. Even though they may constitute a source of incorrect sayings, it positively affects like a quickly warning signal for organizational changes, like a mean that creates the organizational culture. Like a mechanism that feeds the unity of the group and as a way of informal presentation of ideas of others. A national survey of reader's magazine INDUSTRY WEEK. A professional management magazine came to the conclusion that workers use the vine as their favorite source of information [68]. In an atmosphere which is relaxed and almost has no faith the only hope for information are only rumors. A good management achieves many of the staff who is well informed, and also would have to be intimidated by ignorance[69]. Recognition and support of informal communication can help employees, managers and organizations to reach planned results. Ongoing we will explain some models of informal communication that exist in the organizations and also management level recommendations which will help to monitor this system, often incomprehensible of communication.

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[67] Schermerhorn J, Hunt J ,& Osborn R, "Organizational Behavior", page. 198.
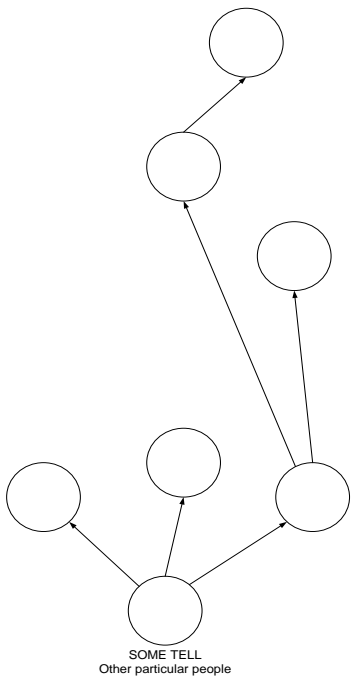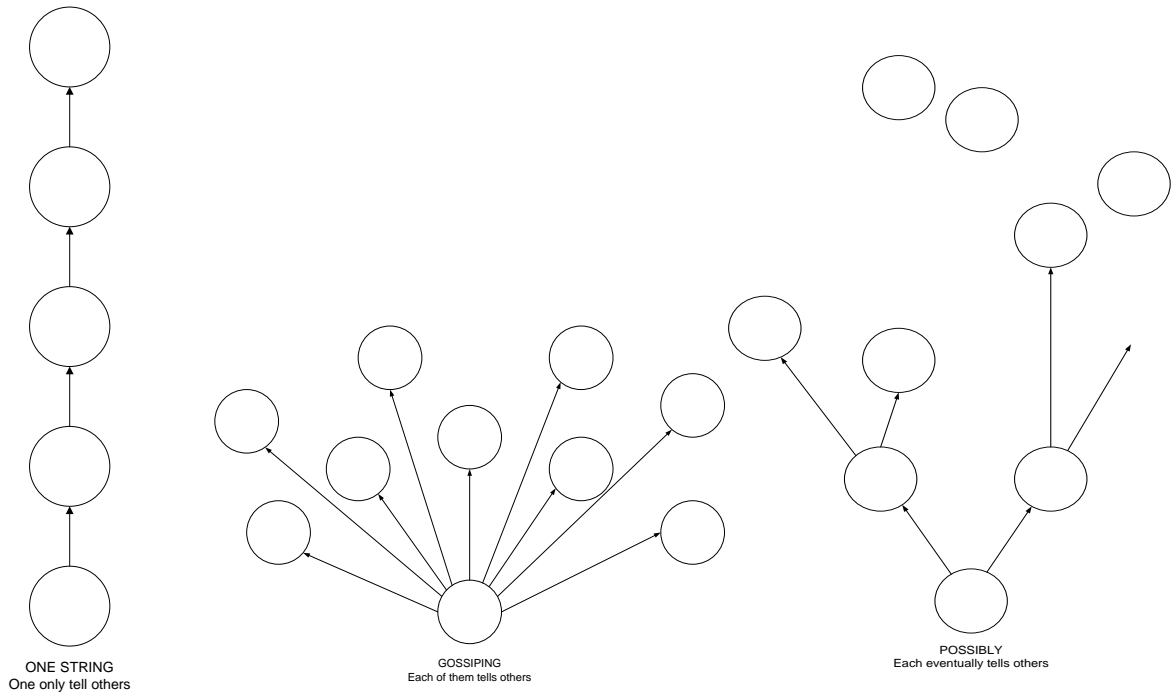[68] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative", page. 238.
[69] Dr. Berim Ramosaj, "Bazat e Menaxhimit", page. 124.

2.6.1.1. Vine models (rumors)

Communication along the vine follows provided models (see Pic. 10) the common model is not a thread or chain of rumors but it is like a grape vine model. In this case, person A follows a part of the information three other persons, one of whom F person tells others and then one of the latter B tells another

As is illustrated in the picture when this herd model works, only certain people repeat what they have heard. Studies conducted for vine provide us with the following conclusions : (1) it is much faster than official channels, (2) is 75% accurate; (3) people rely on it when they feel insecure, or intimidated confronted with organizational changes, (4) people use it when they want to specify information's related with work. The main recommendation for managers is that the vine should be monitored and influences than to try to control it. No administrator should consciously try to destroy vine management[70].

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[70] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative"

ONE STRING
One only tell others

GOSSIPING
Each of them tells others

POSSIBLY
Each eventually tells others

SOME TELL
Other particular people

Pic.10. Charismatic model of leadership

45

2.7. Development aspects of modern communications

Effective communication forms the basis of survival in the competitive environment of modern day businesses. Managers who are sensitive to today's computerized places of work and various barriers to communication are likely to become successful agents of change. Use of modern technology today allows you to share organizations information more quickly than ever before, many have information available more than ever before, allow wider and immediate access in different information's, to encourage the participation in the share and use of information , manage integration systems and business functions[71].

2.8. Informative technology

Managers constantly studying and adopt methods that help improve communication. Equipment's of information and technology include computers, tablets, pc, electronic mail systems (e-mail), writing electronic machines, mobile phones, using the phone on vehicles to have continuous contact with work etc[72]. Use of information technology has increased significantly throughout the organization because it results in a higher productivity as well as employee and customer satisfaction. The models of communication in today's organizations are changing radically. Increased use of computerized technology has changed the way employees work. In the following will be explained several key elements of organization of new communication: collaboration through computers, video conferencing, telecommunications and teleconference.

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[71] Schermerhorn J .& Hunt J, & Osborn R, "Organizational Behavior", page. 201.
[72] Dr. Andri Koxhaj & Msc. Florian Tomini, "Menaxhimi I Komunikimit", page. 46.

2.8.1. Cooperation between computers

Cooperation with the computers requires a high level of its software and computer hardware and helps people to work better together. Collaboration systems allow people to exchange information, without prejudice time or space. Includes interaction system and sending email messages, managing the calendar of activities, videoconferencing, computers teleconferencing, electronic whiteboards and computerized system of decision-making[73]. Innovations in information technology have affected the better and faster performance of work within an organization. Organizations are increasingly relying on an internal system to communicate information, where all or most employees have access to directly or indirectly in a computer[74]. Interconnection of different centers within the organization started has by network connection. This connection of computers in computer networks within the enterprise is known as internal or intranet connection, which helps organization's employees, managers, to communicate with each other, to access the data and make better decisions, and also to affect the growth of labor productivity[75]. In cases where the organization possesses a greater space within the designated territory, such sales department with that of the production can be divided into two or more buildings. In these cases we established a connection between computer networks and these entities which at the same time enable communication, coordination and better management[76]. Organizations that use modern collaboration systems are considered as real company, because people can communicate with each other at any time.

2.8.2. Video conferencing

Video conferences are application of interaction with computers. It enables the use of video with voice for people who are allocated everywhere. This allows employees to have meetings at a great distance and training without having to leave their office. This allows employees to have

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[73] Robert Kreitner & Angelo Kicincki, "Sjellje Organizative", page. 238.

[74] Michael Amstrong, "Handbook of Human Resource Management Practice", ed. 10. page. 821.

[75] Stephen Haan,."Information systems Essentials", page. 198.

[76] Dr. Mihane Berisha,"Ligjerata te autorizuara nga lenda SIM-per studime posdiplomike".

meetings at a great distance and training without having to leave their office[77]. Program for obtaining data at a distance "leads" users by making certain questions and offering alternative answers. Participation in dialogue is easy and quickly learned[78]. This results in considerable cost savings. That's why there's no wonder if growing video conferencing mark greater use.

2.8.3. Telecommunications

It is a recently innovative, which is useful because it facilitates distances communication. A group of persons in one location have audio connection (and sometimes even visual link), with other persons in other location who are working in same organization. In this way can be sent the same message at the same time to different audience's [79]. In this case may be the exchange of ideas and the responses can be taken immediately, and this is much better than all the participants to travel to meet in head office[80]. Also the employees that are involved in this network can work two days a week at home and three other days in office. Telecommunication is more common in computerized occupations that requires analysis, research, writing, or in computer programming. As the advantages of this form of communication can be mentioned as:

- Reduction in capital expenditure. By allowing employees to work at home companies can reduce costs,

- Increased flexibility and autonomy for workers,

- Strong competition in hiring employees,

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[77] Robert Kreitner & Angelo KInicki, "Sjellje Organizative", page. 240.
[78] Dr. Mihane Berisha, "Informatika e Biznesit", page. 171.
[79] Gary Gesslar, "Human Resource Management", 9 ed., page. 590.
[80] Shelia Hayward, "Applying Psychology Organization", page. 240.

- Increase job satisfaction. Employees prefer the telecommunications because it helps them to iron work-family conflicts[81].

However, the pleasure of personal contact is lost so that people do not always have the opportunity to speak when they have such a desire because of lack of partial or total absence of visual connection.

2.8.4. Teleconferencing

Teleconferences generally are defined as a group of people interacting with each other by using voice tools, and often those that are sees with fixed or moving images. System with moving images is often used to organize meetings of managers. So they not only can hear each other, but can also see gestures each other or discuss the real images. This kind of communication is more expensive than it with sound and sight fixed. Advantages of using teleconferencing include saving of expenditure, maintaining flexibility in meeting necessary, so if we hold teleconference from time to time there no need to plan long traveling[82]. So holding more frequent meetings will improves communication between the centers of a company.

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[81] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative", page. 240.
[82] Robert Kreitner & Angelo Kinicki, "Sjellje Organizative", page. 241.

3. THE IMPACT OF MANAGERIAL COMMUNICATION SUCCESS

3.1. The role and principles of communication in company

This chapter will focus on the role of communication in managerial success, in particular on the importance of understanding the functioning of communications in company, assessment of payments to communicate effectively, manager's challenges in finding effective ways and means for skipping of these obstacles and improving communication effectively and increase their success. Communication has two important components: sharing information and reaching a common understanding. Effective communication helps managers to successfully manage their daily work and performance of employees. Also with good communication can more easily reach to implement company's plans, and reaches the edge of its goals. The company relations and image of managers depends on improving communications in companies. If the need is to improve the efficiency, quality and innovation therefore it is necessary needed a high communication skills. An honest leader gives power to others to achieve effective communication through a vision, demonstrating the values and use of power and influence positive[83]. Communication is critical for organizational effectiveness. If workers cannot reach a common understanding due to the lack of necessary information, then they cannot perform their jobs well. Interpretation of the message affects work performance. Communication functions in a company includes: providing knowledge, motivation of the organization's members, control and coordination of individual efforts, expression of feelings and emotions and performance management.

Principles of communication

- Communication is intended,
- Communication is consistent,

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[83] Mark Thomas, "Leadership", page. 151.

- Communication is relative,

- Communication has cultural and ethical implications,

- Communication is learned, which means that communication skills can be improved.

4. ROLE OF COMMUNICATION IN SUCCESSFUL MANAGEMENT WITH PARTICULAR TO THE COMPANY "ETC"

The company "ETC" is a shopping center which was established in 2005. It is a branch of Elkos Group Company, founded since 1989. The first unit of the chain center has been established in Peja. These types of centers do exist throughout Kosovo, where we also have this aspect of differentiation between them, e.g. the big center as in Peja, Prishtina, Prizren are known as ETC category A, meanwhile there we do exist as B category, and C category in smaller centers.

This company is known for providing quality products and services to their clients, at the same time for the lowest prices in the region, meanwhile, the total supply of items made from various regional countries, from Albania, Montenegro. Serbia, Macedonia, Bosnia and Herzegovina, etc. In these circumstances caused by the fast development of competition is essential to enterprises in the commercial sector to recognize the role and importance of collecting and transmitting data quickly and in a timely manner to achieve the goals of the company, even to the inclusion in regional and global market.

4.1 Research results

In company "ETC", which operates in substantial number of staff is necessary for managers to achieve company goals, to reach a high level of satisfaction of employees to achieve quality service and competitive skills results of questionnaires from 100 employees to "ETC" will give as it follows. On question "In general, how satisfied are you with the communication in your company ?" employees are provided the following data:

1. Expression of the communication company "ETC " .?

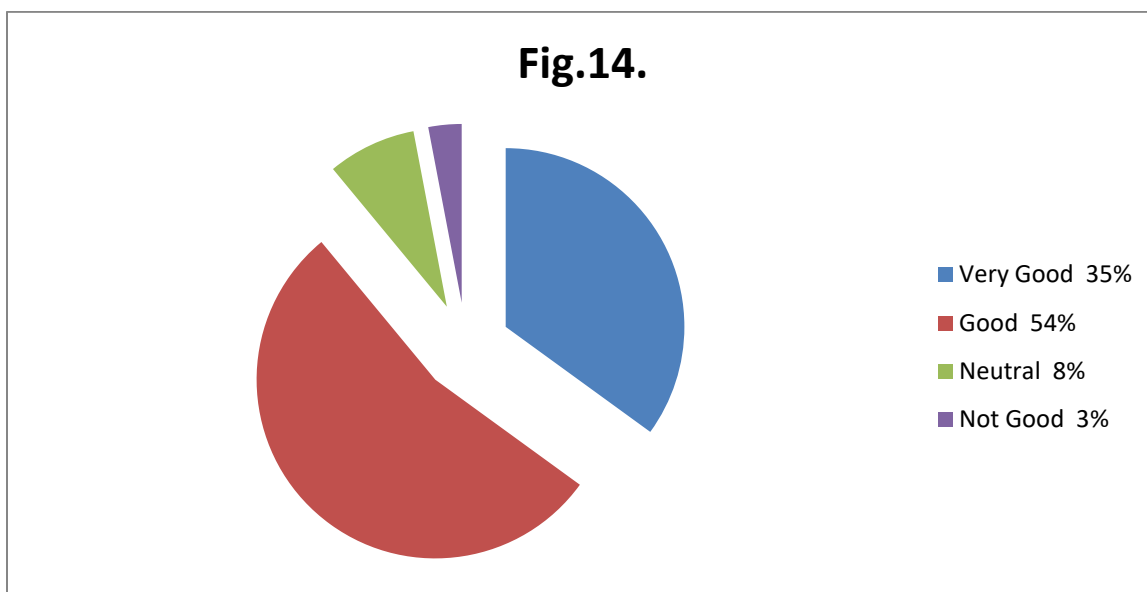|	
Very good	**35%**
Good	**54%**
Neutral	**8%**
Not good	**3%**
Total	**100%**

Chart. 14

Job Satisfaction is a basic factors, such as for personal success and achievements of employees as well as for the development and progress of each company in any field. As it seems from the result of the percentages are 35% of respondents stated as very good communication with the company, while a majority of 54% good, 8% were neutral and not good were only 3%. Based on these percentages communication in these companies may be considered as a good average, which means that there is need for improvement in several points concerning the methods of communication, issues to be discussed in the following.

2. Define the description of the company's internal communications "ETC"

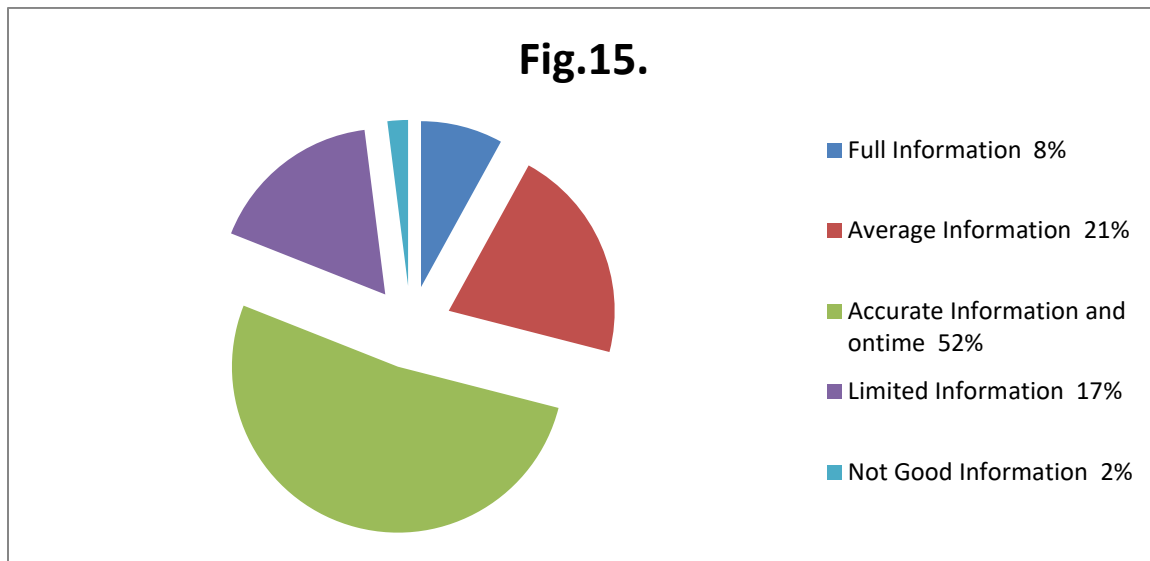| Full information	8%
Average information	**21%**
Accurate and on time information	**52%**
The limited information	**17%**
Improper information	**2%**
Total	**100%**

Chart. 15

The best management manages many of the staff who is well informed. Rates achieved in this question shows high compliance with the results of the first question. Given that 44% of respondents have stated that the information is not correct and timely. Connected with the fact that workers are on average only moderately satisfied with the information accurate and on time,

and that the company is one of the areas where action should be undertaken to improve the information at a higher level.

3. Compared with last year how will you list your knowledge about the company, its strategies and achievements

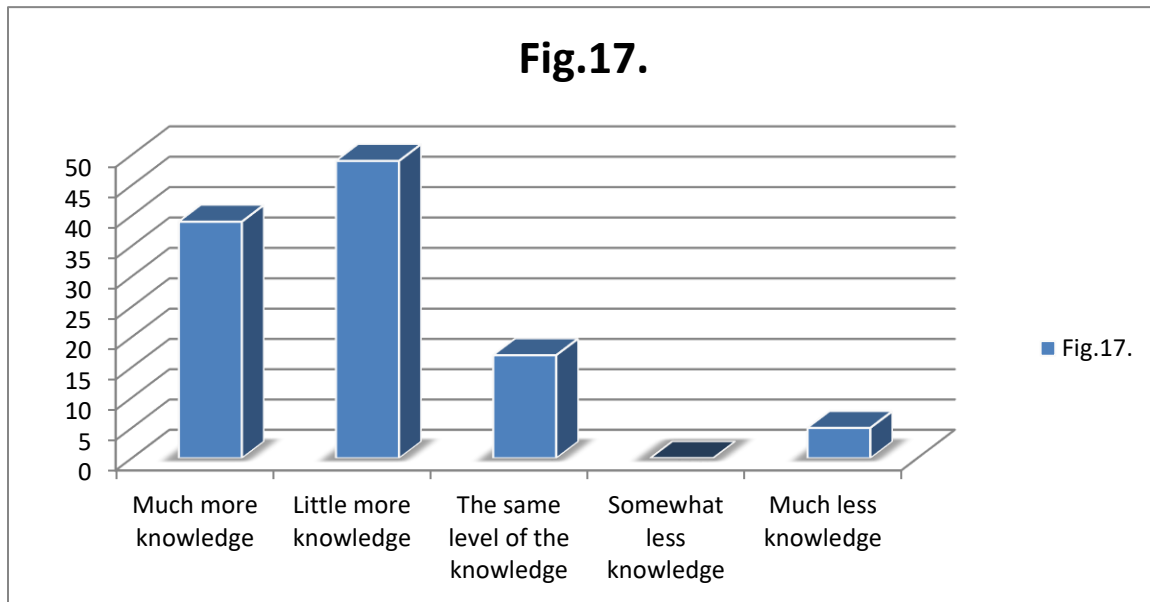| Much more knowledge	38%
Little more knowledge	52%
The same level of the knowledge	7%
Somewhat less knowledge	3%
Much less knowledge	0%
Total	100%

Chart. 17

We see the third question that this company has paid attention to improving communication, the charts show that after one year 38% reported that they have gained much more knowledge , 52% have gained little knowledge, 7% much less knowledge ,3% but this variety may be the result of desire and commitment of their employees with detailed.

5. The flow of information for the company "ETC" taken by:

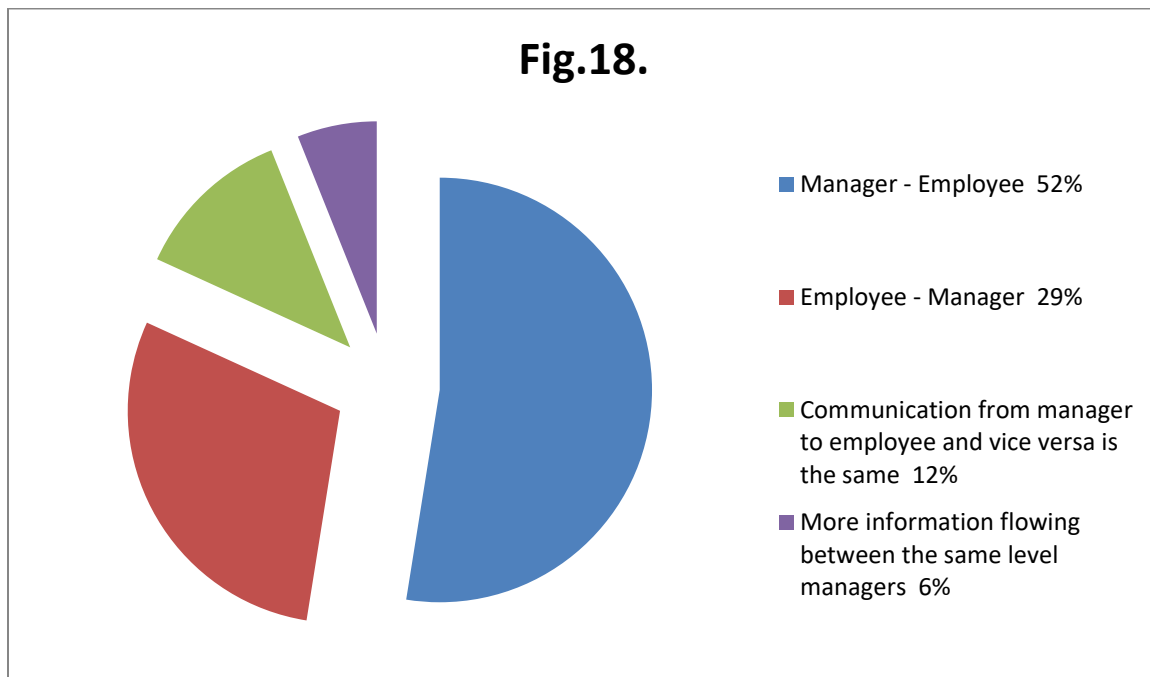| Manager - employee	52%
Employee - manager	29%
Communication from manager to employee and vice versa is the same	13%
More information flowing between the same level managers	6%
Total	100%

Chart. 18

From three types of communication in this company such as top-bottom, bottom-top and horizontal communication or the flow of information at the same level of employees, the results show that this company dominates communication from managers to employees by 52%, from employees to managers 29%, the flow of information from managers to employees and vice versa, and between managers of the same level is equal to 12%. Communication from the top-bottom if is used properly provides the sense of working methods of the employees, rules and practices of employees and it is a tool to motivate employees however it is a very high chart compared to other aspects of communication this company, which also should be supported. Most of the employees in the company have stated that they know enough about the company, this statement has a logical connection with the dominance of top-bottom communication. The reason for this can be the no translation of what it can be communicated by managers with practical and operational terms in order to achieve a higher level of understanding. Managers need to understand and assess the ability of employees and keep in mind their language and level of perception so that employees understand and thus achieved an effective communication. Also using an authoritarian style as seen from the results, managers can dominate the morale and motivation of employees.

1. **Do you have enough knowledge about the company "ETC" ?**

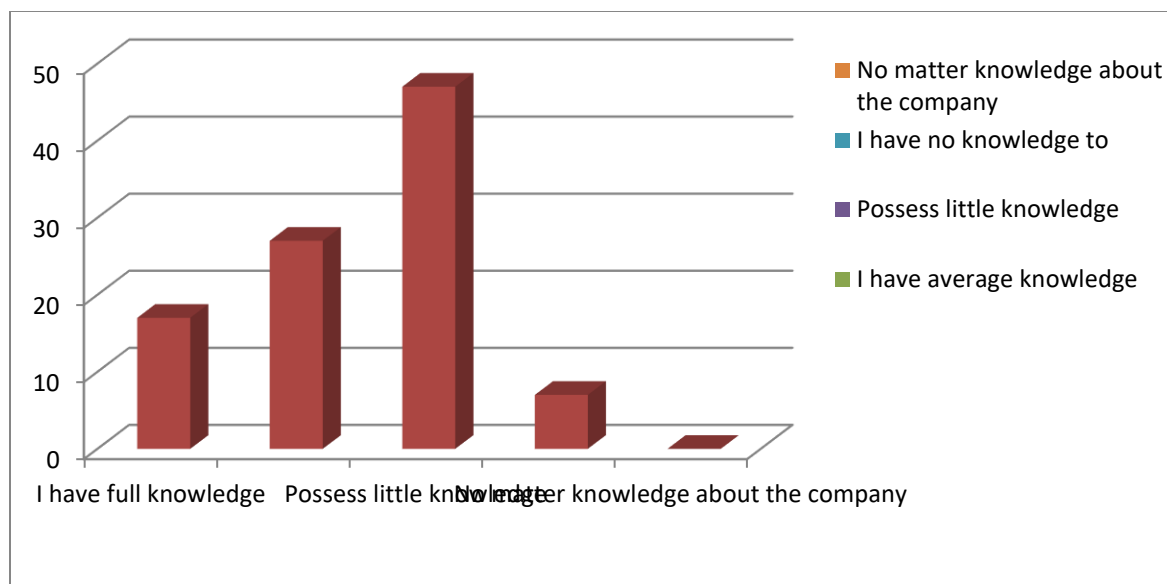| I have full knowledge	18%
I have average knowledge	65%
Possess little knowledge	15%
I have no knowledge to	2%
No matter knowledge about the company	0 %
T6ta	100%

Chart. 16.

In the fifth question how I knew the company, 65% of respondents have stated that the average for the company we know that is a very high chart compared with 18% who have declared that they have full knowledge, 15% have knowledge and only 2% of employees who say that no matter the company recognition. These results indicate that low level communication and employee dissatisfaction especially in information have due to lack of knowledge about the company, maybe not the highest satisfaction also affects the employees own interest to be informed about the company. From here we reach to a conclusion that good communication is essential and that many companies use it as a strategy for improving the efficiency.

6. Evaluate how accurate the information you know about the work and in general about your company?

Completely	20%
Average	80%
Not the exact	0%
Total	100%

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Fig.19.

Completely 20%
Average 80%
Not the exact 0%
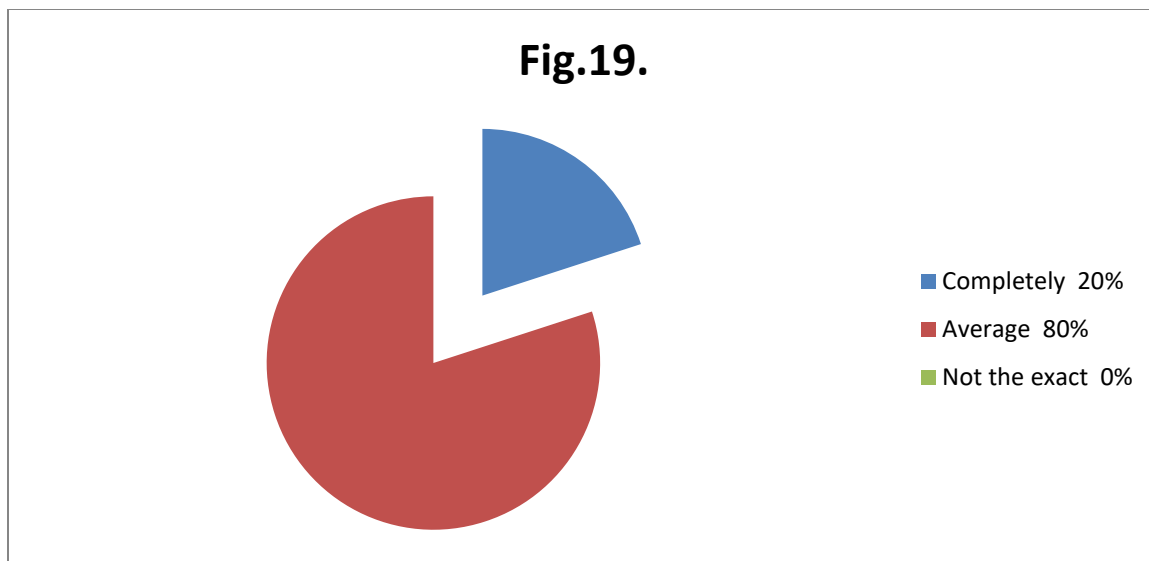
Chart. 19

According to the percentages obtained in the 6th question, most of the 80% of employees consider mostly accurate, this means that the information was not disseminated is accurate, that is not a good indicator for the progress of the work, as they often may be distrustful or suspicious information that we accept.

7. Do the accurate information achieve on time in "ETC".

Yes	29%
As needed	68%
No	3%
Total	100%
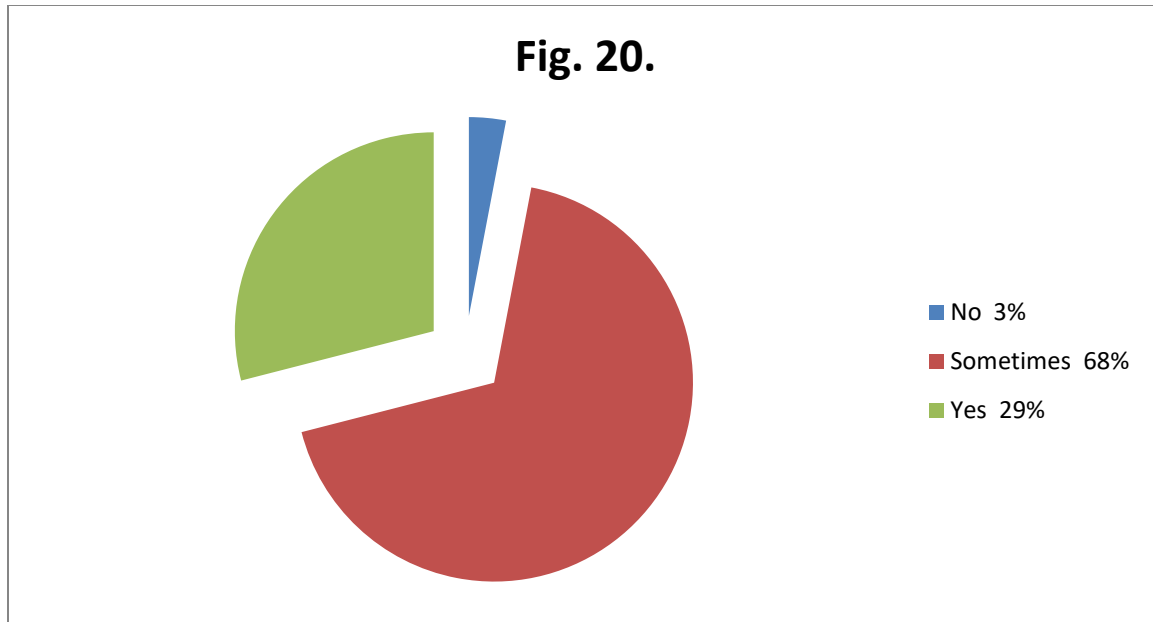
Chart.20.

The time, at which the given information is very important, because it is not taken in time it loses its validity. Respondents we asked that do they receive accurate information timely responded 68% of them only sometimes receive it timely, while 29% responded that they receive timely and that only 3% of never receive timely information, so most of the employees are not satisfied with the transfer of the right information since the delay in informing slowing effects of their work.

8. How do you list the communicative skills of the managers in your company?.

Excellent	15%
Very good	20%
Good	47%
Satisfactory	15%
Bad	3%
Total	100%

Fig.21.

- ■ Excellent 15%
- ■ Very Good 20%
- ■ Good 47%
- ■ Satisfactory 15%
- ■ Bad 3%

Chart.21.

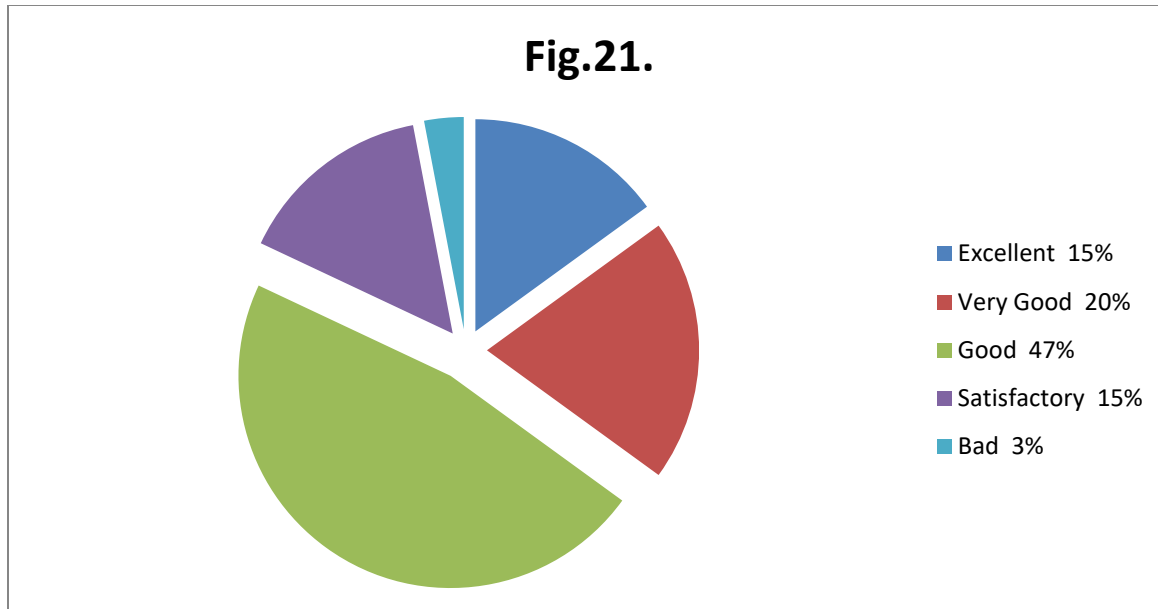The ability of managers to disseminate correct information at the right time and achieve a common understanding with employees is essential for achieving the goals of the company and the success of the work of managers. Relations and image of the company managers depends on improving communication in the company. On question how they know to range the communicative skills of managers, 47% of respondents have rated as average good, 20% very good, 15% excellent, satisfactory 15% and only 3% bad.

Here we see clearly the role of communication skills of managers in the success of their work. Communicative average skills of the best managers of this company have been that employees be partly satisfied and informed about their work and in general about the company, most of whom said they knew little about the company and who are partly satisfied with communication in this company. Communication is critical for organizational effectiveness if workers cannot reach a common understanding due to the lack of necessary information or misunderstanding of information, then they cannot perform their jobs well. Interpretation of the message affects the performance of the work; if the sent message lacks common sense workers will not be able to coordinate their efforts to achieve the goals of the organization. The managers of this company

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should take steps to improve communication skills since they depend on the progress of work of employees and the company in general.

9. Successful communication and understanding tasks motivates you to do your work well and effectively?

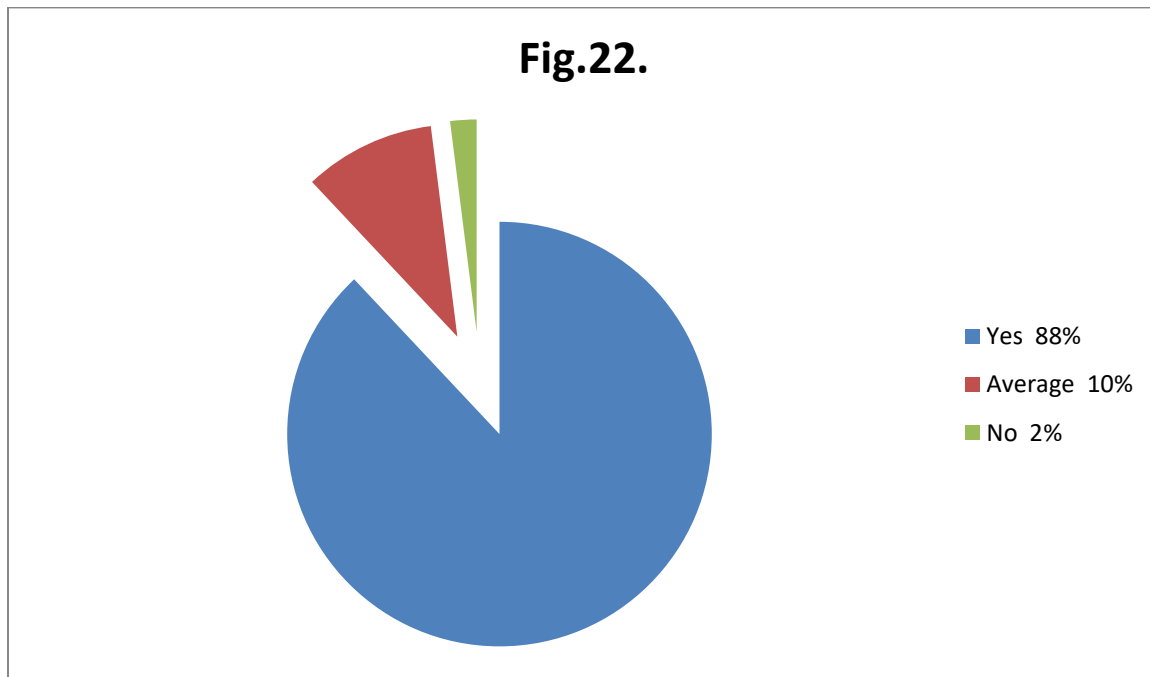| Yes	88%
Average	10%
No	2%
Total	100%

Chart. 22

Good communication has an important role in motivating employees to achieve company goals. This can be seen from the results, in which 88% of respondents stated that better communication and understanding of the tasks to perform motivates tours work well and effectively, 10% are declared only average and 2% not at all.

Managers need to clarify what employees should do, how they are doing and what can be done for good performance, which will result in improved motivation and achieving a high performance in their work

10. Communication brings successful organization and effective coordination at work?

Yes	80%
Average	17%
No	3%
Total	100%

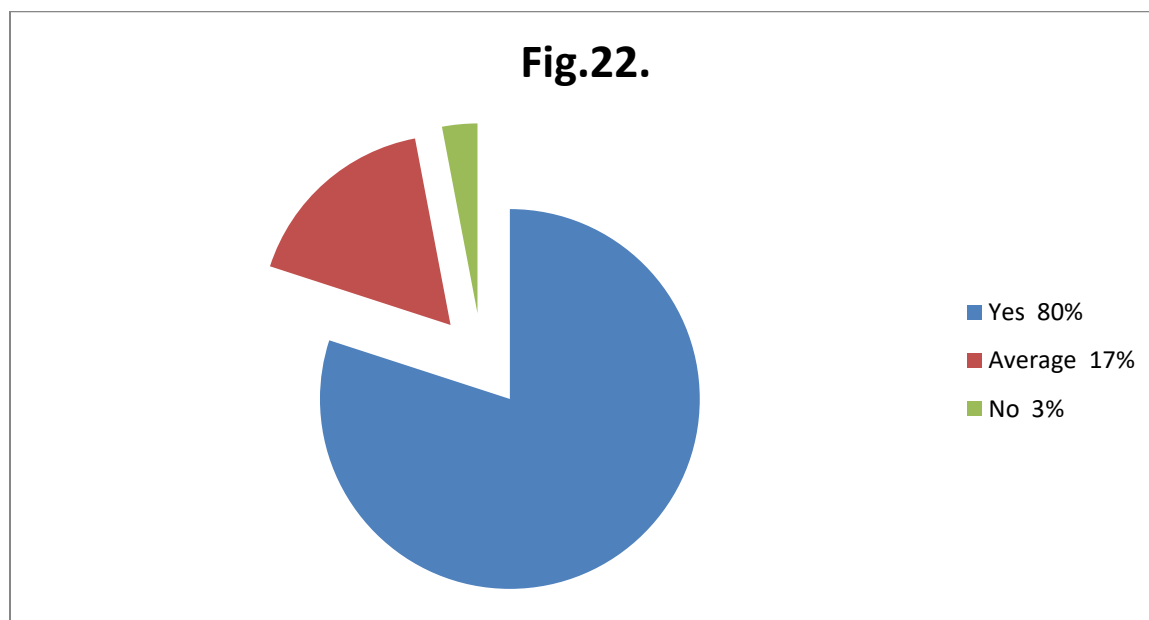**Fig.22.**

- Yes 80%
- Average 17%
- No 3%

Chart. 23

According to the percentages obtained in the tenth question, the majority of employees of 80% reported that the efficient organization and coordination of their work depends on good communication. And it can be concluded that the organization and coordination of the employees

of this company depends on communicative skills of managers to achieve an effective communication and a high level of understanding between them.

11. What information are necessary for the success of the company?

Aims of the strategy	**5%**
Products and purpose	**2%**
The financial results of the compan	**3%**
Competition skills in company	**1%**
Human resource managements	**4%**
Profit	70%
Programs for compensation and bonuses	**1%**
Technology advancement in the company	**4%**
What trends affecting the company	**3%**
Sales in the company	**7%**
Total	**100%**

Fig.24.

- Aims of the strategy 5%
- Products and purpose 2%
- The financial results of the company 3%
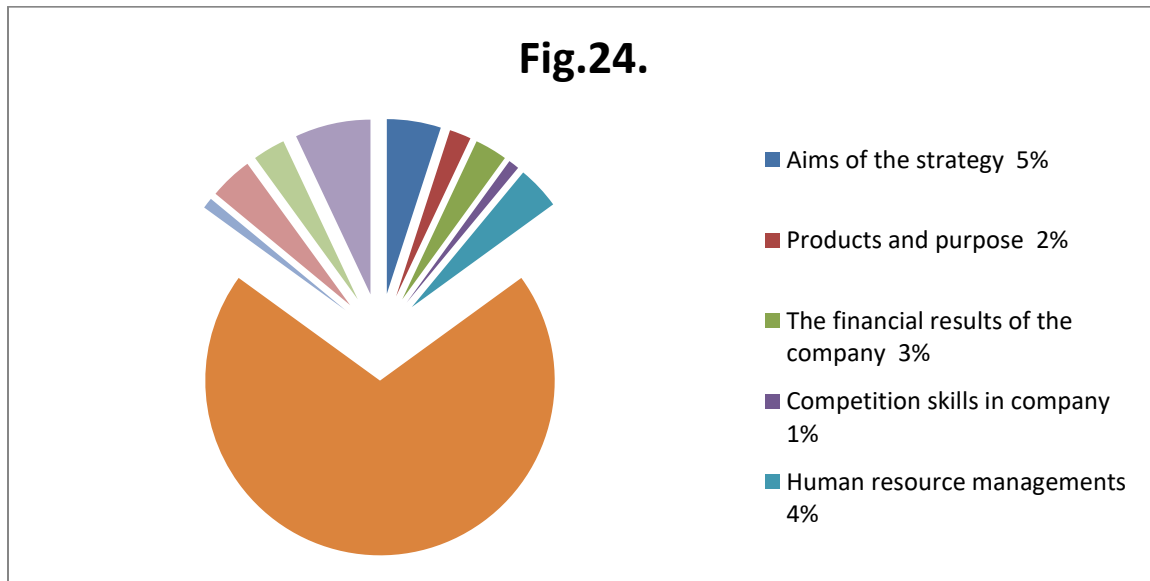- Competition skills in company 1%
- Human resource managements 4%

The issues that interest more employees to be more informed undoubtedly that benefits are their primary inters, given the fact that the company's financial situation affects the duration of their work in the company and directly affects their motivation to work. Except cases when high earnings of the company is not followed by an increase in salary or bonuses to employees who may cause frustration. Also the 89% of the respondents have expressed their profits as primary issues, for which they would like to inform are the benefits. Other issues of interest for and obtain information about them depends on the position of the employees in the company.

12. Background information comes from?

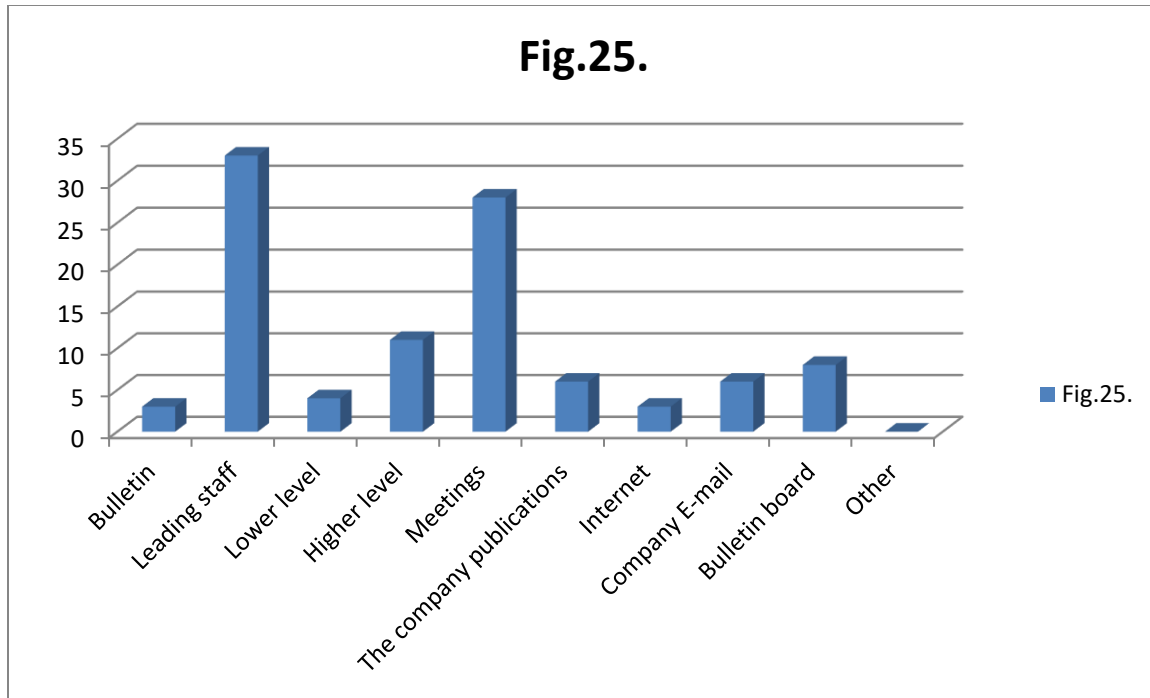| Bulletin	1%
Leading staff	30%
Lower level	3%
Higher level	10%
Meetings	35%
The company publications	4%
Internet	9%
Company E-mail	5%
Bulletin board	3%
Other	0%
Total	100%

Chart. 25.

Most employees have stated that the information typically receive 25% of the meetings of leaders and also about 305 of the highest level. So these are the three main sources of information distributed.

13. From which sources would you prefer to get more information from the company?

Managers	30%
Employees	40%
From E-mail	30%
Total	100%

Fig.26.

Managers 30%
Employees 40%
E-mail 30%
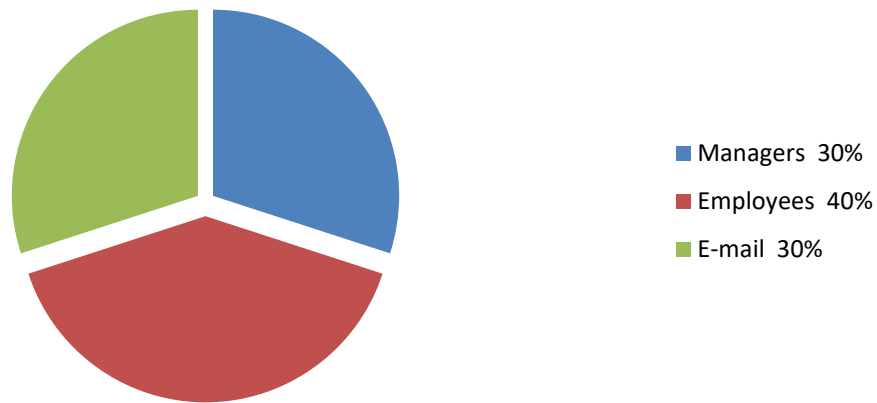
Chart. 26.

Although as seen from the top of the main sources for the distribution of information are meetings and the leaders, the majority of workers 40% prefer to receive information from employees. And only 30% reported that prefer to receive information from managers. Also a favorite way of workers to be informed is the electronic means such as e-mail 30% . The reason why most employees prefer to receive information by employees of the same level of dominance may be more communication from the up-down.

This company does not encourage communication from the down-up and therefore they do not feel that their managers are available to share thoughts, ideas with them. And so prefer to get more information from workers rather than managers with whom they feel free.

14. General information about the company comes from?

From managers	45%
From colleges	52%
Outside the company	3%
Total	100%

Fig.27.

- From managers 45%
- From colleges 52%
- Outside the company 3%
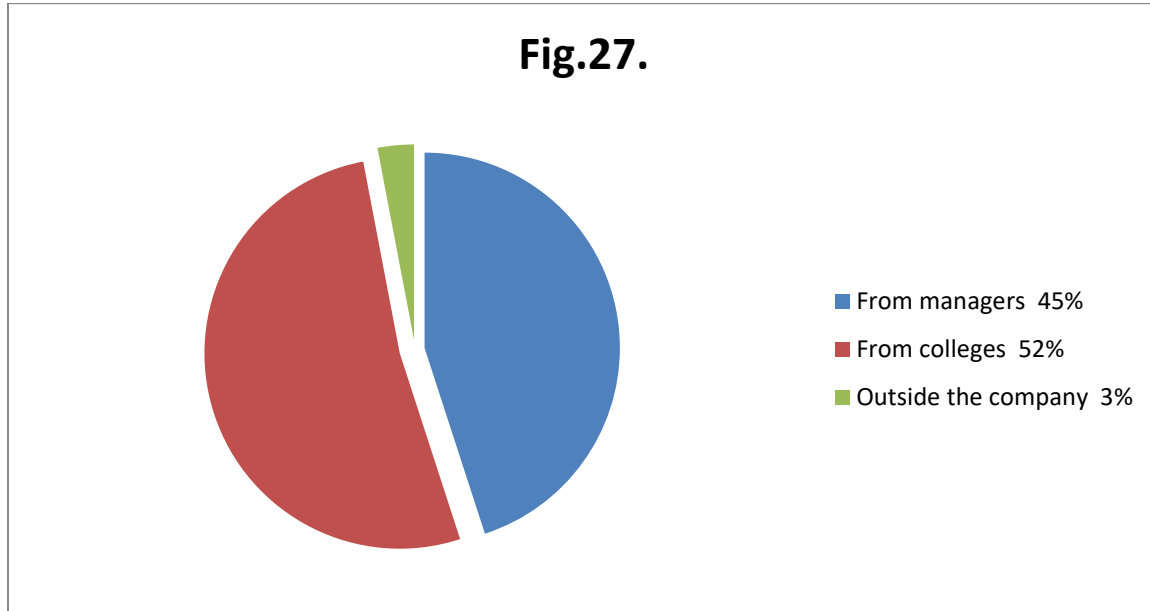
Chart. 27.

On the question where do you get the general information about the company respondents said that 52% of them take by colleagues, 45% of managers, while people outside the company declared of not getting any information. Results show that in this company exist the informal channels through which information is distributed as 64% of employees who receive information about the company from their peers, while only 48% are distributed through official channels of communication such as managers. This is natural, because employees meet their social needs, rely on it when they feel unsafe or specify information about the work. Rumors among employees can not disappear however be monitored to ensure that they are accurate.

Results show that there are a high percentage of informal channels of communication through 52% compared with 48% of official channels. This shows a lack of information and employees in an environment that does not trust the only hope for information are rumors. Perhaps this justifies the employees responded that sometimes they are receiving incorrect information on this company.

4.2 The communication structure in company "ETC"

Company "ETC" as a distinct company's trade sector in Kosovo was the center of our research, which aims to explore and identify the communication structure of the communication respectively the function of communication in the company and affect managerial success. The research was conducted in the first unit chain of centers in Peja. According to the survey through questionnaires with employees of this company, we have managed to identify weaknesses and priorities for an effective communication in the company and to provide a model for ways of improving communication and simultaneously creating a competitive advantage to them. In order schematic model of the communication in company "ETC" is presented below in (chart. 28).

As seen from the scheme, we have managed to draw the pattern of communication that exists in this company, communicative skills of managers, flow directions in which more information, satisfaction with communication and informing employees about their jobs and generally about the company, system and the means of communication, employee preference for the use of alternative sources of information and channels through which communication flows more.

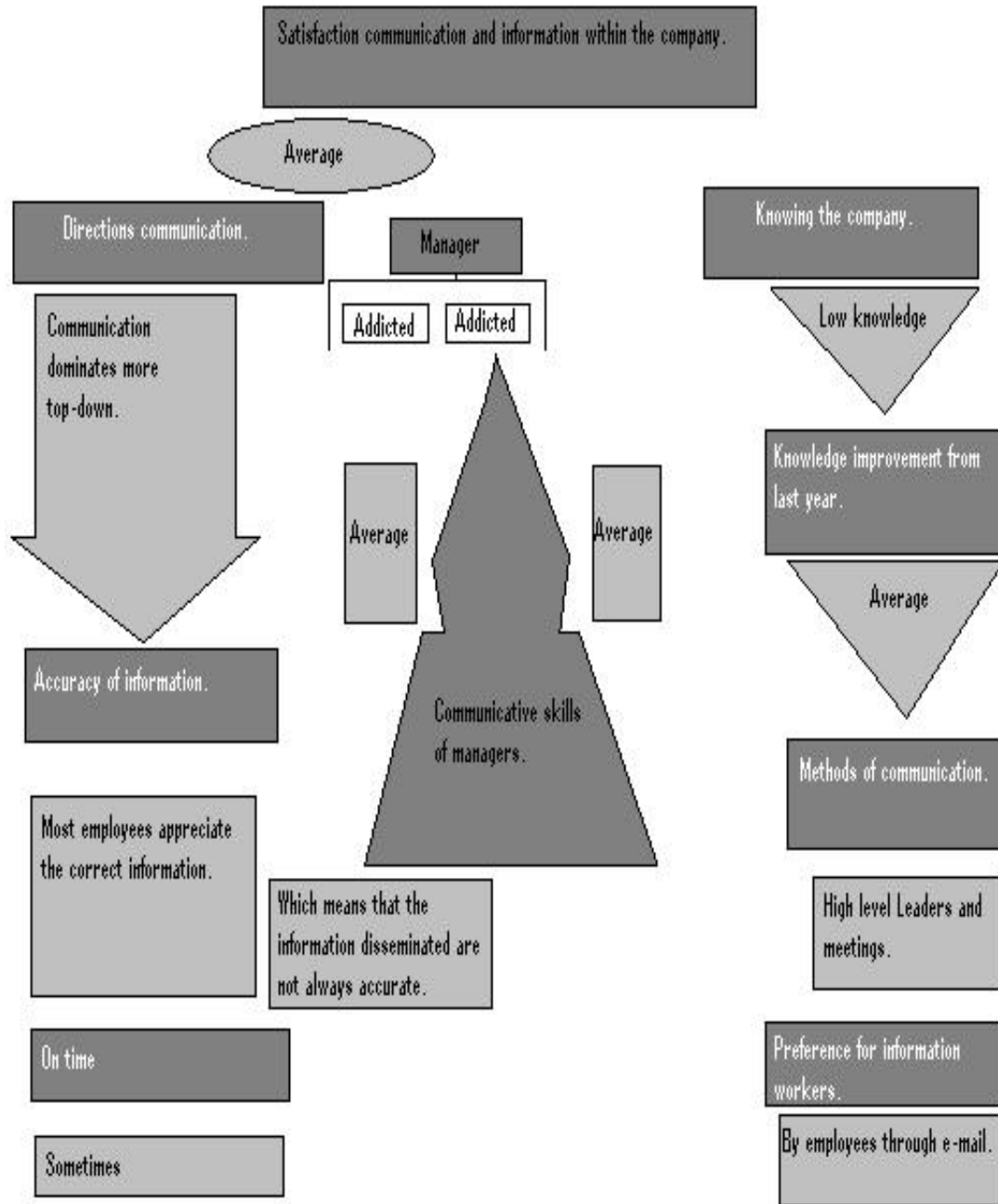From the results, satisfaction in communication and information within the company can be considered as moderately good, which means that there is need for improvement in several points concerning the methods of communication. Job Satisfaction is one of the basic factors, such as for personal success and access the employees and for the development and progress of each company in any field.

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Knowing the company by employees is low. This shows that communication is not a high level and employee dissatisfaction especially on information have due lack of knowledge about the company. From here we reach to a conclusion that good communication is essential and that many companies use it as one of the strategies for improving efficiency. It also shows that the company has paid attention to improving communication, but still has plenty to do. Prevail communication from the top-down, while the flow of information from managers to workers is low. In companies where there is no communication from the bottom to the high motivation and employee morale is low.

The information is mostly accurate however sometimes employees accept the incorrect information and not in time, which means that it is disturbing for the managers of this company. Communicative skills of the managers are average good of this company have been that employees are moderately satisfied and informed about our work and in general about the company, most of whom said they knew little about the company and are satisfied with average communication in this company.

Forms that are mostly used for the distribution of information are mainly through meetings and high-level leaders. While the preferences of employees to be informed are workers e-mail.

This company should invest and use something that is an information technology that is a way that employees will feel satisfied with their communication in the company and thus increase their performance. General information for the company's employees agrees with many of my colleagues, what means that in this company exists informal channels to inform employees.

Satisfaction communication and information within the company.

Average

Directions communication.

Manager

Addicted | Addicted

Communication dominates more top-down.

Average

Average

Accuracy of information.

Communicative skills of managers.

Most employees appreciate the correct information.

Which means that the information disseminated are not always accurate.

On time

Sometimes

Knowing the company.

Low knowledge

Knowledge improvement from last year.

Average

Methods of communication.

High level Leaders and meetings.

Preference for information workers.

By employees through e-mail.

Picture. 28 The model of communication in company "ETC"

4.3 Identification of priorities and weaknesses of communication in company "ETC"

Based on the structure of the communication that takes place in the company "ETC" we can note some advantages that has this model of communication has.

- One of the advantages that it is of great importance is that communication as a process has advanced with time. Most employees have stated that communication within the company has improved significantly from last year.
- The company applied this flow of information from the top-down which helps managers to minimize the spread of rumors and uncertainties about their goals or higher levels.
- Since this company has top-down communication model is usually the main source of information has meetings, leaders who may have given a positive result from it in the way that information is delivered verbally, face to face, which is rich form of communication.
- The information on this company is accurate except when on some cases are affected by rumors that in this company is a high presence of them, which is known as the distort information.
- From the results shown high interest for the benefit of employees, which managers can exploit this company positively for motivating employees.

While as a weakness of this communication structure may see some gaps in the communication process and some improvements are needed regarding this issue in the company. The survey results have highlighted several weaknesses in a way that hinder the development of an effective communication such as:

- Communication within the company is estimated to average therefore consider that most employees are only partly informed.
- Receiving mostly accurate information, which means that the information disseminated are not always accurate.
- Information are also not always delivered in time.
- Model prevails top-down communication.
- Communicative skills of managers assessed as average.

- Higher interest only in the area of benefits to companies.
- The use of low technology for information of workers.
- The high presence of informal communication.
- Employee satisfaction is evaluated as the average communication.
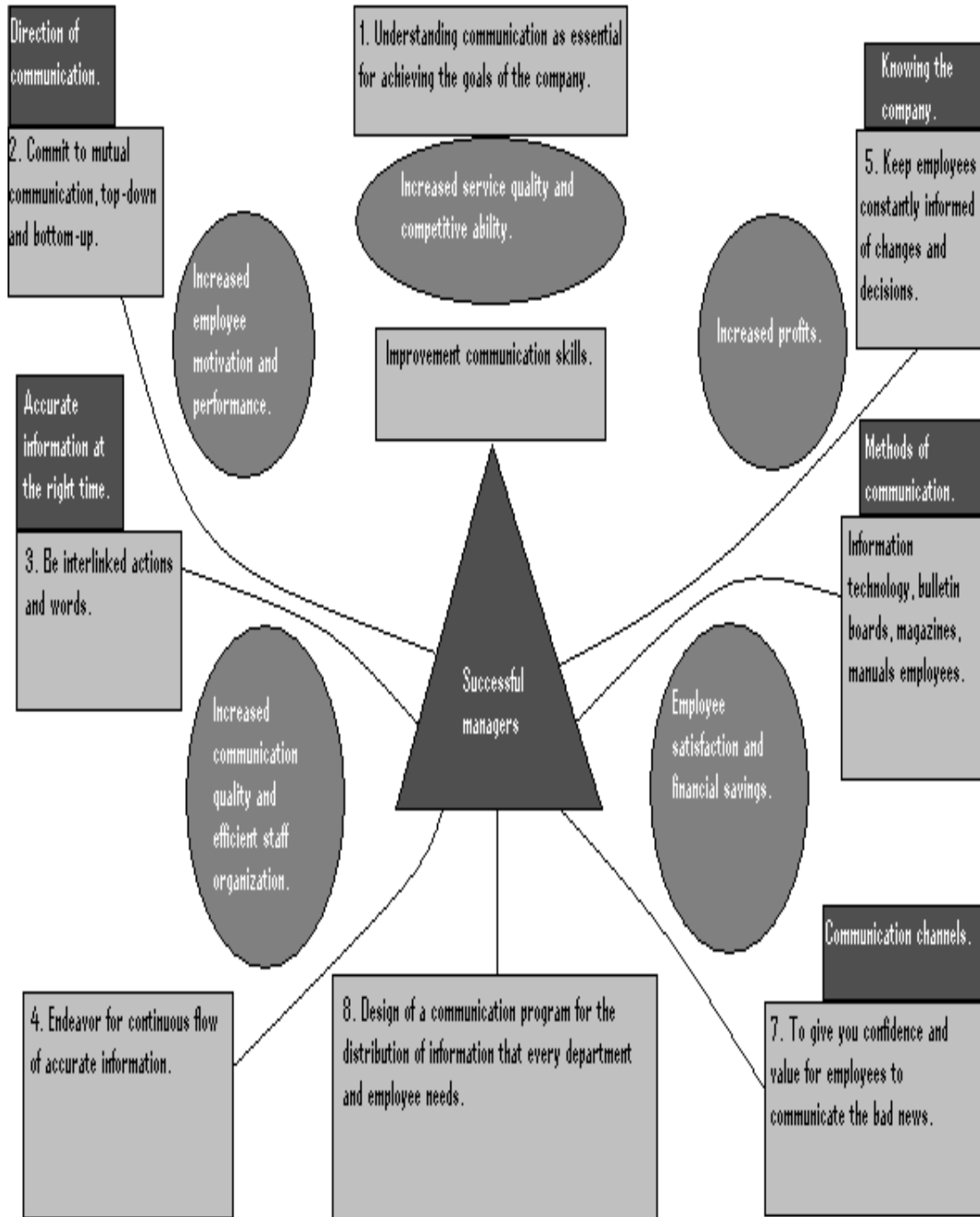
5. EFFECTIVE COMMUNICATION

Communication nowadays has evolved much that estimated as a main feature in the coordination and success of an organization. Methods and ways in which people communicate with each other have evolved over time and have undergone changes. The development of technology has had great influence in the way communication is developed.

Communication nowadays regarded as the most important function of any organization. Communication should aim primarily to improve connections to employees within the units and sub-units and secondly to gather, process and change the information required to be used in making various decisions and also to interact with local various existing outside the organization so that the basic organization of the communications system to which attention should be paid.

Managers nowadays have achieved a high degree of awareness about the importance of good communication in the company. A good manager should constantly pay attention to communication. Although it cannot be said that there has been improvement in the way of communication in most companies in Kosovo, certainly .including the company "ETC", to which changes can be observed in communication. Given that communication may seem like a simple process, have its own complications that require special care.

Based on the results of research on the company "ETC" reach to conclusions that despite the efforts that have been made to improve communication observed several points where should take measures for sustainable development of the communication. Below (see pic.29) is shown a model of effective communication that can affect the development of continuous communication.

Management should understand and fully support the conditions that the company has a high degree of communication (such as people's needs for water). Effective communication begins when the company all employees recognize the importance of communication and vital tool against which achieve the goals of the company.

Pic. 29 The concept of an effective model of communication

5. 1. Effective and efficient communication

Companies nowadays are rich with information. They are increasingly using advanced technology. But always it is necessary to make us remember that people still develop systems. And if you need people to work together and engage their talents and energies common to achieve a high-performance company, they must be excellent at communicating personal.

When people communicate with one another, two things are important. One is the accuracy of the communication-that is a matter of efficiency, and the other is its cost - is a matter of efficiency.

5.1.1. Effective communication

Effective communication occurs when the scope of the meaning of a message from the sender and receiver are perceived meaning is the same, although this should be the aim for every communication, but not always achieved. Faith grows in face to face communication, because that can be made clarifying questions and to achieve mutual understanding between the parties involved in communication. Opportunity to provide and make comments is the most important ways to increase the effectiveness of communication. But other means of communication such as written and electronic communications are efficient and effective if it is used properly and fit the given situation.

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5.1.2. Efficient communication

Efficient communication occurs with minimal cost in terms of resources expended. E.g. time is a very important resource. People in the workplace often choose not to visit each other personally to communicate messages. Instead, they rely on the efficiency of the writing memos, bulletins posted, e-mail or voice email. Despite how efficient are these forms of communication, they are always effective. E.g. a change in company policy of effectively informed by email can save time for the sender, but cannot achieve the desired performances and responsible.

In a similar way, an effective communication can be efficient. For example for a business manager to make visits to each employee and explain a new change in company procedures. This can ensure that everyone understands the change, but this approach can be very expensive in terms of costs, taking into account the time required to achieve this communication with each employee individually. Managerial Countries and organizational policies are effective only if they are understood by those responsible for their implementation. Expert management of cases have also highlighted that effective communication is the basis of success for ethical behavior in the company.

An effective communication exists when a company achieved:

- o Accurate information of employees to the mission, vision, values, goals of the company and the way to achieve them,
- o Ensure that each member of the organization knows what is expected of them and create opportunities for feedback,
- o Staff motivation and increase their performance,
- o Organization and coordination of all employees and other resources in a very efficient and effective,
- o Troubleshooting,
- o Supervision of others, leadership and management of their performance,
- o Achieving a better understanding of the workplace in general and the establishment of good relations at work.

Some of the most important characteristics of effective communication are:

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- Providing practical information, whether meaning has to do with the company's policy to promote or perform a certain action.
- Give more facts and less impressed, using concrete expression, specific details, and clear information, accurate and ethic.
- Clarifies and focuses the information, highlighting the most important information. Messages that breed and summarize information are quite effective.
- Identify the exact responsibilities, writing messages in ways that demand a response from a specific audience. Should be clearly stated what expects listeners and what you can do for them.
- For the development of effective communication by each employee in a company should take the responsibility to recognize when communication is not understood, or to suggest when and how someone can communicate more effectively.
- Convince others and give recommendation by explaining what benefits will have from the answer to your message in the wanted way.

Successful and effective communication within a company stems from the development of the communication process. All employees within the company will improve their communication skill, basic skills including listening, writing, speaking, and sharing feedback question, if they carefully follow the communication process, and stay away from various obstacles. It is shown that individuals who understand the process of communication have become effective communicators, and effective communicators have a greater opportunity to become successful. All this will give the result as increasing service quality and competitiveness of the company. I say this by virtue of the fact that increasing the quality of communication by employees will increase the quality of service in the company and commercial sector in general. This will result in the acquisition of new customers and increase competitiveness.

5.2. Providing information flow in all directions

   To realize a fast and effective movement of the necessary information, managers should ensure the flow of information in these directions: vertical flow of information that provides top-down and bottom-up, and horizontal flow of information between providing employees of the same hierarchical level. Effective communication from the top-down should provide information on:

   o   Specific guidelines for tasks including work instructions,
   o   Information about the meaning of specific tasks and their role in the company,
   o   Continuing information on rules, procedures and company policies,
   o   Feedback on the performance of subordinates,
   o   Information about the mission, vision, values and objectives of the company.

   While effective channels for the transfer of such information can include: staff meetings, face to face contact, information memoranda and electronic equipment, annual reports broadcast in the form of written policies, guidelines. There is a tendency that the information flows from the top-down approach distorted or lost and this is necessary for the existence of a feedback system to have known that the information is being realized in a way that has defined the sender. Effective communication from the top-down occurs when creating a supportive environment, reliable and honest by increasing the morale and motivation of employees. Another requirement of effective communication of important matters is that the information passing from top to bottom must be translated into practical and operational terms in order to achieve a higher level of understanding. For example, if the organization's objectives are formulated in very general terms, and are also broadcast to employees without specifying its objectives, then they will not understand and do not have to be clear exactly what to do or how to make or operate properly.

For effective flow of information from the bottom-up company should provide an environment and a system to encourage bottom-up communication. The main problem in this communication may be the flow of incorrect information from dependence on the supervisor. Employees are interested to look as good workers before their superior, they tend to highlight their

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achievements and to minimize as many mistakes. This trend where employees deliberately avoiding information are not good for them will have negative effects for the organization. Managers to ensure the accuracy of information from employees should establish a system of open communication with employees feeling that their supervisors are always available to share thoughts, ideas and views and to their use for effective decision making. In terms of business development today is necessary that companies have a democratic environment where participation is encouraged and fostered employees, effective flow of information from the bottom-up should ensure:

o   Inform managers for positions of employees to company policy, the work that they perform as well as its terms.

o   Encouraging employees to discuss work problems, which inhibit the growth of productivity and efficiency.

o   Managers provides the necessary feedback to the staff response to policy changes, changes in their departments as well as other issues that affect their attitude and performance.

Effective communication from the bottom-up can be achieved through surveying procedure, methods of consultation, questionnaires, establishing common objectives, the open door policy, meetings and suggestions systems. Company encouraging open communication bottom-up will motivate employees and manages to achieve a high performance.

To achieve an effective communication and information should flow through employees or departments of the same level in order to coordinate actions for solving complex problems.

Improving communication skills of managers is very important in improving the overall communication in the company. A combination of strategies can significantly improve skills to communicate effectively. Here are some of the main issues in this regard:

o   To minimize distractions can help every employee, trying to reduce noise, visual problems, unnecessary interruptions etc.

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o Taking in consideration the audience has to do with focus and care for listeners and recipients of your messages. Always keeping in mind the profile of listeners (age, education, social status etc.)

o Taking and giving constructive feedback that otherwise called constructive criticism, focuses on the process and outcomes of communication to people involved in it. And conversely, focuses on destructive criticism feedback without making efforts for improvement.

o Knowledge and application of business ethics is never excessive and substantially affects the individual and corporate success.

5.3. Providing accurate information flow

The flow of accurate information and the speed of their communications to employees in a timely and proper manner are essential for organizational effectiveness. To achieve this should be interlinked actions that message, and then there is a tendency of managers to distort communication and subsequent current. The reason is that when actions are consistent with the facts, they speak together firmly and clearly. Managers must constantly study and adopt various methods to help improve communication. The use of technology such as electronic devices are necessary for the company and today's competitive market, because only thus will result in a higher productivity as well as employee and customer satisfaction. Only with accurate information and timely managers can make decisions effectively.

Management should keep employees constantly informed of changes and actions taken.

5.4. Choosing tools for effective communication: Perspective opportunities

To achieve effective communication managers should take into account the selection of appropriate tools for their situation. All means of communication have advantages and disadvantages. The talks face to face, e.g. are useful for communicating key issues and delicate. Phones are favorable, quick and private, but with such information regarding non-verbal. Letters written while time consuming, they represent a better way communication, when it is difficult to meet with the other person, the official forms and the submission of written and considered important when face to face interaction does not affect the growth of understanding the message. An effective communication is achieved when managers recognize the strengths and weaknesses of each tool and use it for communication tool that fits the given situation. Managers need you to determine which tools to use for receiving and disseminating information. If used to suitable mean managerial decisions can then be based on information not correct or important messages may not reach the destination provided. Effective communication depends on the choice of means of communication. A possible model for the selection of means of communication in a systematic and effective way is described in the following. The choice of tools under this model

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is based on a combination of information richness and complexity of the situation or problem that is added. Wealth is defined as a potential information-which bears a considerable amount of data. The wealth of information is determined by four elements: verification, channel type and source of language communication. Rich form of communication is face to face. It provides an immediate feedback, which serves as the controller improves thorough and misunderstandings can to achieve the effectiveness of communication. It also lets you look at signs like body language and tone of voice, ie more than one channel. The phone is high in wealth, but is not as communicative tool as that face-to-face. Formal digital media like print quality from computer or video appearances guarantee the lowest level of wealth. Verification is very slow, the channel comprises a limited visual information, and digital information is not personal. Effective communication occurs when property used vehicle fits the complexity of the problem or situation. Means sits in terms of assets, a formal presentation of written or numerical-were fitted to simple problems, while funds with higher asset levels - by phone or face to face - are suitable for complex situations or problems. Regardless of the complexity of the situation, managers should identify appropriate methods oral. Meetings, interviews and video conferences include face to face communication are difficult. Written Communication is often the appropraite tool and clear communication. Effective communication can be written in the form of memoranda, reports, internal and external, forms, reports, newsletters, rules and procedures, standard documentation, manuals and descriptions of jobs. Effective communication achieved through visual communication that is a powerful way of communication such as diagrams, files, slides, video recordings, which carry a message of immediate and clear.

In addition to these tools to achieve satisfaction of employees in communication should definitely use electronic means of communication. So while it become increasingly important. Email, Fax, Internet, and e-mail are fast and provide opportunity for clear communications. To achieve effective communication in companies nowadays the increasingly advancement of technology is essential to an effective program designed for the rapid distribution of information and correct any department or employee that is needed. This program can be based on data that can be entered all information about the company and other information for all employees of the company. This is an effective and efficient way to maintain continuous information to all employees. Can be effective if appointed a person responsible for the introduction of all necessary data relating to the work of the employees and other matters for the company. He

should be responsible for maintenance of the program by removing so past information and the introduction of new information about changes and management decisions.

5.5. Implementation of the Model

The model presented above would have no effect on the achievement of an effective communication is that it will not be implemented by the management of the company "ETC". Therefore, the following will give a way how could be implemented such a model.

To achieve effective information flow from top to bottom should follow the following policies :

o   Make sure that every employee receive a copy of the strategic plan, which includes the company's mission, vision, values, strategic goals and how to accomplish these objectives.

o   Make sure each employee to receive a brochure containing all employees regarding personnel policies. Need to develop a basic set of procedures that will be performed as routine tasks and to include them in the standard manual action. All employees must have a copy of their job description.

o   Meetings should be held regularly to management, even when there is no urgent things to report. Meetings shall be held at any time and probably only to discover or affirm that things are progressing as planned and that there is no potential problem.

o   Also meetings should be kept to communicate to all employees for the company as it is moving, activities, concerns, jamerimet for employees.

o   Executives and managers need to have face to face contact with employees at least once a week.

o   Should be organized holidays for all employees regularly to celebrate major events. This helps employees to perceive what is important, gives them a sense of direction and accomplishment of tasks, and they made it known that the direction of the company over all.

o   Make sure that employees receive performance reviews every year, including targets for the year, revised descriptions of work, activities, needs for improvement and plans to help employees to improve.

To achieve effective communication from top to bottom is necessary to organize and held frequent meetings with all employees to discuss various issues concerning the communication of plans on how to achieve the goals set by company. Another effective way to support the flow of

information in this regard are creating company magazines where employees can be informed of changes in the policy and procedures of the company, its mission and vision, opening new jobs.

Investing in bulletin boards and placing them next to places where workers relax during lunch is a clear way of information.

The use of video is a good way to be informed about the benefits, pensions, insurance. Employees can also see so visual so increase the effectiveness of communication.

While effective policies that support from the top-down communication are as follows:

- o All employees must provide regular reports to their supervisors.
- o Involvement in a section for what it did last week, which would be made next week and any action or issue to be addressed.
- o All supervisors must meet one of the employees at least once a month to discuss how they are progressing and to hear any concerns from current workers, etc. This creates an important link between management and employees.
- o Use staff meetings and managers to get feedback and ask how work is proceeding. Organize a round table to get the opinion of every action of every person and act as feedback to others. Keep notes and come back even if only to say that you can not do anything about the reported problem or suggestion etc.
- o Respect rumors. This is probably one of the more common and reliable communication. Creating a supportive environment, reliable and honest in the organization is one of the main requirements for improving communication. Supervisor should not suppress feelings of subordinates but he needs to make in life is what he "preaches". Also he should treat the patient feelings and emotions of his subordinates. Thus, employees will feel free to give accurate information.

Tools that can be used to achieve an effective communication from the bottom up can mention:

Methods suggestions. This is an effective tool for encouraging communication from employees through compensation of employees for their suggestions regarding procedures and working conditions, improving the errors associated with their work and other issues that contribute to increased productivity, quality.

Questionnaires. This is another method of flow of thoughts, ideas and information from employees to management. This applies to employees using questionnaire meet anonymously. Questionnaires can be formulated in such a way that the information on it than the employees are satisfied with the supervisor, wages and benefits, working conditions etc.

Establishing common objectives. This implies the participation of employees when the company communicated targets. So employees will be feeling themselves free and familiar with the company. And the meaning and contribution in achieving the objectives oof the company will be higher.

Complaints procedures. This applies from employees who must be able to carry so anonymous information related to the management and frustrations that have problems with supervisors, and work with the company.

Open door policy. This can be achieved when managers are openly and honestly seek feedback from their employees, and lower level workers believe can talk openly with their superiors without being punished by them. In this way will increase the accuracy of the information communicated by employees and managers can make decisions effectively. Some techniques to encourage open feedback that can be used by companies are as:

360 degree feedback. Formal systems in which people at all levels to give feedback to others of different levels and get feedback from them.

Using a simple language. To use appropriate language should know about your audience. If the individual to communicate and understand the slang, it will facilitate communication and understanding of the conversation. But when the workers who do not recognize communicate specialized language, then use a language simple and direct is very effective.

To achieve genuine communication nowadays is essential to invest in infrastructure and advanced technology.

Another method for effective information flow in all directions of communication in a company would be designing a program, namely a basic database for storing the data and finding them faster and easier for departments and employees that was needed. Implementation of this program can be accomplished by creating a data base of information, where all employees of

"ETC" to get information from the same place, at the same time and also in the same way. This program can take advantage and have access to only employees of the company "ETC". To access this program it is necessary that each of the employees to create a personal account through which access to the program. A professional Administrator to create the database program , should be responsible for collecting data across the enterprise and their inclusion in the database. Information concerning the company's mission, vision, values, strategic goals and how to accomplish these objectives. Posting information on how it is moving the company, activities, concerns, newsletter for employees, etc. where all employees can have access to them. It should also be responsible that from time to time to recuperate information on that program. Like, it's already discussed, this program can exploit workers and the approach in using an individual account opened by the administrator of the program.

And in this way to access the information posted about the changes and decisions of the company, which saves time and costs. This is seen as a way to keep all employees informed about changes constantly and decisions of the company. This would be a very useful way to improve employee knowledge and recognize them more of their company. The advantage of this program is that all employees can have access to the same information and thus to ensure the accuracy of information. Managers you decrease the possibility to manipulate information because everyone can have access to them and to see the same information, bearing in mind that the transfer of information from top to bottom can be distorted because flows through several hierarchical levels. This is an easy and simple to access to information for all employees.

Also employees through this program can give ideas, suggestions, requests, complaints. These information from employees automatically stored in the program database and all others can have access to them. Nobody could deletes information except employees of this program administrator who is responsible and maintaining the program.

To create an effective model of communication for the company should engage in mutual flow of information from managers to employees and workers to managers. This program provides two-way flow of information, since the workers were given the opportunity to express ideas, complaints, suggestions. So will increase motivation and morale of employees and thus their performance.

But to achieve effective implementation of this communication program, which provides continuous flow of accurate information and proper time is necessary for investment in infrastructure. Sending his office building equipped with computers for administrators of the program and the creation of a cabinet with a considerable number of computers for employees of the company. Creating a computer lab for employees would be a far better way for effective implementation of this program, but it is not necessary. Such program works through the Internet, which means that employees can access and exploit both inside and outside the company.

Through this program, all employees on an individual can sent you information regarding personnel policies, job, description of their work performance, needs for improvement and plans to help employees to improve.

Also through this program and workers can report to their supervisors for their work, their concerns, requests etc.

5.6. Conclusion

Having in regard importance of communication in business we can conclude that over time the forms of and ideas about communication in each business have evolved through the continuing progression of technology. Communication in business has and particular significance, bad business communication reflects negatively on business success. Every business should have a good communication both within and outside of business since a good communication will directly affect the success of the business

Communication in business can be done in several ways: oral communication, written communication, and verbal communication. Oral Communication is very important because communication is made directly with all persons within and outside the organization, such communication is more effective than other forms of communication, it is because a direct contact enables us to come to recognize the problem as soon as possible and get faster feedback.

The oral communication characteristics are: a) It is direct, simple and least expensive form of communication. b) It allows for feedback and spontaneous thinking. c) It helps in avoiding delays, red tape and other formalities. d) It conveys personal warmth and friendliness. e) Any misunderstandings can be cleared immediately. f) It is faster and efficient in comparison with written communication,

We can conclude that effective communication forms the basis of survival in the competitive environment of modern day business. Achieving success in business, nowadays, depends on the way of sensitive communication skills with people inside and outside the company. From the surveys made either in contemporary literature and empirical research, proved that effective communication is an essential factor for achieving business success and the means by which people relate to companies to achieve a common goal. From a theoretical data through the manner provided in the scientific, empirical research results from the "ETC" company and take cases and examples of how important communication is the best in the success of the work of managers, provided evidence that communication management is essential part for every managerial activity.

Good communication in an organization is necessary. It enables the motivation of the management and those who directly or indirectly relate to the organization, organizing becomes

much easier and coordination of all ensures that all tasks and set goals assigned to managers and workers will be successful. Communication today is very advanced and thanks to the use of technology which ensures high productivity of the organization and it also enables workers to be more satisfied with their work which goes in favor of the organization as well as the workers. The world today is very dynamic associated with progressing communication. Communication is developing progressively with finding more successful forms. It is a necessary the continuous communication improvement which increases the efficiency and effectiveness of company, creates a better organization that creates relations inside and outside the organization. This encourages employees to give ideas because they know that their idea will be forwarded to the higher levels of management. Bad information could lead to mistakes that can be fatal to the survival of the organization in the market. Precisely for this reason communication has great importance in each company and this should be given due attention by all.

The Communication in Kosovo wasn't of the great importance. Lately has been seen a progress in this field, Kosovo businesses are adopting the communication experiences of developed countries.

The competition has become very tough in the modern market therefore in order to succeed each organization should keep the communication at the appropriate level. Performance and achievement of goals depends on how the responsibilities are being communicated to persons in charge

Effective communication is important for managers in the organization in order to perform basic management functions: planning, organizing, leading and controlling. Communication helps managers to perform their duties and responsibilities. Communication serves as a basis for planning. All essential information should be communicated to managers, based on which they will make prudent decisions in order to implement the plan. Organizing also requires effective communication with others about their job task. Similarly leaders as managers must effectively communicate with their subordinates in order to achieve team goals. Control is not possible without oral and written communication. Managers devote a large part of their time in communication. They generally spend many hours a day in communication. They spend great time *on* face *to* face or telephonic communication *with their* superiors, subordinates, colleagues,

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customers or suppliers. Managers also use Written Communication in form of letters, reports or memos wherever oral communication is not feasible.

5.7. Recommendations

The following recommendations are given regarding communication in business:

1. It is necessary training of administration on the principles of transparency, good governance and bringing them into the organization and outside of it.

2. Communication should be extended further inside and outside its organization in order to have a better communication.

3. Eliminate any conflict of interest.

4. The ETC employees should be given an additional professional training. The training must be identified by its own employees.

5. It is mandatory to enhance professional capacities in the field of intelligence, and harmonizing their activities.

6. Communication throughout the territory of Kosovo should be fully functional, in all points where ETC operates. This would result in preventing any negative effect and will contribute positively to the growth of ETC

7. It is necessary to use more sophisticated technological equipment for more effective and efficient communication.

8. It is necessary to increase the integrity and improvement of labor standards ETC employees.

9. Inspection of all cases initiated by workers themselves, and increased inspections on the field.

10. More open communication is needed amongst ETC employees.

11. Commit to mutual communication, top-down and bottom-up, resulting in increased employee motivation and performance.

12. Design a program specifically communicating with a database of information for transmission to each department and the employees that they need.

13. To hold meetings with frequent contacts and face to face.

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