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THE ROLE OF COMMUNICATION IN THE MANAGEMENT OF A SERVICES COMPANY IN THE SILESIAN REGION

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Purpose: This paper aims to determine the impact of communication on organizational leadership. It highlights the role of the manager as a key figure in the enterprise and examines how their relationships with superiors and subordinates influence managerial effectiveness. It also explores what managers can do to perform their duties more effectively. To achieve the research objective, the general hypothesis was formulated: communication facilitates company management, and its high quality increases employee efficiency.
Design/methodology/approach: The study was conducted in a company located in the Silesian Region, which operates a nationwide network of nearly 250 customer service points. A diagnostic survey method was used, with a questionnaire as the primary research tool. An electronic survey consisting of 17 research questions and 6 demographic (metric) questions was administered to 170 employees working in the service company.
Findings: The collected empirical data confirm the general hypothesis that communication facilitates company management and that its high quality enhances employee efficiency.
Research limitations/implications: The study has a pilot nature. Its purpose was to verify the planned research procedure, including the selection of surveyed enterprises and the research tools used. The pilot study tested not only the research process but also the clarity of the questions and the quality of the responses provided by participants. The results confirmed the importance of the issue under investigation. It is recommended to expand the study by increasing the number of surveyed employees in service companies within the Silesian Region.
Practical implications: It is recommended that company management regularly provide training for both employees and themselves in the field of communication. Emphasis should be placed on overcoming communication barriers, interpreting verbal and non-verbal signals, and, most importantly, building relationships and trust. Such initiatives should ultimately enhance employees’ skills and competencies.
Originality/value: This paper addresses a gap in research concerning the role of communication in the management of service enterprises in the Silesian Region.
A novel contribution of this study is the demonstration that employees are aware of the importance of effective communication in both personal and professional life.
Keywords: communication, management, service enterprise.
Category of the paper: empirical reserch.

1. Introduction

This paper addresses a gap in the literature concerning the role of communication in the management of service enterprises in the Silesian Region.

A key contribution of this study is the demonstration that employees are aware of the importance of effective communication in both personal and professional contexts. Furthermore, organizations must recognize that ineffective communication can hinder success, whereas strong interpersonal relationships among employees contribute to improved efficiency. A communicative manager, by fostering positive relationships with employees, can enhance their motivation and strengthen their commitment to the organization.

2. Communication in the organization

In human life, there are many processes without which it is difficult to function properly. One of them is communication, which accompanies people in their everyday lives. Activities such as speaking, exchanging text messages or emails, and even simple gestures are all elements of communication. Due to the daily repetition of these activities, many individuals perceive this process as easy and intuitive, often considering themselves proficient in this area. But is this really the case?

What, in fact, is communication? It turns out that defining this concept precisely is neither simple nor obvious. The term "communication" is broad and multifaceted, and numerous definitions can be found in the literature.

Charles Cooley was among the first to introduce a definition of communication into scientific literature. According to him, this process encompasses not only spoken conversation but also facial expressions, body posture, gestures, and even tone of voice (Budzynski, 2002, p.109).

According to Wilbur Schramm, communication is a tool through which society exists and, by its very nature, distinguishes humans from other living beings (Dobek-Ostrowska, 2004, p. 13). Cheryl Hamilton defines communication as the process by which people share thoughts, ideas, and feelings with one another in a way that is mutually understood (Hamilton, 2011, p. 26).

Boguslawa Dobek-Ostrowska has undertaken to create a universal definition of communication, which is difficult to disagree with. The author (Dobek-Ostrowska, 2004, p. 13) states that communication is a process that takes place between individuals, groups, or institutions. Its purpose is to exchange ideas, share knowledge, and convey information. This process occurs at different levels, uses diverse means, and produces specific effects.

The communication process can be divided into six types, which differ in function, number of participants, and frequency of occurrence. The foundation of this complex structure is intrapersonal communication, which many people are not aware of. It is the internal dialogue within each person, including stimuli coming from the body, such as hunger or pain. Why is it described as a dialogue rather than a monologue? This biological and psychological process involves both receiving messages and responding to them, similar to a question-and-answer exchange.

The second most frequent type is interpersonal communication, which is also the most complex. It occurs when two people communicate through words, gestures, feelings, or thoughts. John Stewart, in his book *Bridges Instead of Walls*, defines it as the kind or quality of contact that occurs when two or more individuals are willing and able to meet, sharing aspects of their uniqueness—such as their choices, reflections, and individuality—while being aware of and responding to their partner's personal presence.

In simpler terms, interpersonal communication is contact that occurs when each person involved both speaks and listens in a way that maximizes personal understanding (Piątek, 2014, p. 54).

It is worth noting that organizational communication is closely linked to the fundamental functions of management: planning, organizing, motivating, and controlling. Managers perform these functions to a large extent through the communication process (Ober, 2013, p. 258).

Furthermore, communication forms the foundation for building interpersonal relationships among an organization's stakeholders. Effective communication requires appropriate skills, knowledge of communication forms, an understanding of the barriers and determinants of information flow, as well as the use of tools that facilitate the exchange of messages (Smoląg, Ślusarczyk, 2018, p. 3).

Another type that also involves contact between individuals is group communication, which is responsible for the flow of information within small groups, such as a family, a circle of friends, or a team of employees. There are also larger groups, such as associations or local communities; despite the greater number of members, the communication process still takes place through direct interaction between individuals. This form is referred to as intergroup communication.

However, this type of communication has revealed certain challenges, such as limited control over the message and reduced effectiveness. As a result, a more formalized level of communication has developed—organizational or institutional communication. In this form, the roles of sender and receiver are more clearly defined, arbitrariness is reduced, and greater emphasis is placed on norms and standards.

The final type, situated at the top of the communication pyramid, is mass communication. It emerged with the invention of the first mass medium—the book—in the mid-15th century. Today, this form has expanded to include cinema, radio, television, and the Internet, and it involves the largest number of participants (Dobek-Ostrowska, 2004, p. 19).

Types of communication can also be classified according to form, with the most common distinction being between verbal and non-verbal communication. These are forms of interpersonal communication. Verbal communication includes both spoken and written language, with language serving as its primary medium. For verbal communication to be effective, all participants must understand the sounds and symbols being used (Piątek, 2014, p. 56).

Verbal communication is a fundamental form of communication; however, it is not the most prevalent, as it is often complemented—and sometimes surpassed—by non-verbal communication. It is estimated that up to 65% of communication is non-verbal. This form supports verbal messages through gestures and other cues, helping to illustrate and reinforce the information being conveyed. In essence, non-verbal communication includes all forms of message transmission that do not involve words but still enable the flow of meaning (Piątek, 2014, p. 58).

3. Barriers to communication

The communication process does not always proceed as intended. In many interpersonal situations, various impediments, obstacles, and errors may arise. These difficulties are often caused by communication barriers, which can include personality traits of both the sender and the receiver, an inappropriate choice of communication channel, unexpected noise, or a lack of clarity and precision in constructing the message.

Nowadays, cultural barriers are among the most common. These include a lack of respect for other people's beliefs, values, and symbols. Insufficient awareness of historical context or the use of messages that may be considered offensive in a given culture can reduce the effectiveness of communication or lead to complete misunderstanding. Such obstacles are particularly evident in international communication, where a topic or message may be perceived as inappropriate or offensive by the recipient, even if it is entirely natural to the sender.

Stereotypes, negative attitudes, and prejudices are psychological factors that can similarly hinder the effective flow of information. When new ideas are introduced, employees may respond with skepticism or resistance, which can further disrupt the communication process (Stewart, 1998, p. 115).

Even the environment itself can create obstacles to effective communication. These are known as physical barriers and include factors such as lighting, temperature, and the surrounding environment.

The way a message is expressed can also pose challenges. An inappropriate tone, poor choice of words, grammatical or linguistic errors, as well as non-verbal elements such as facial expressions and gestures, can all disrupt communication. Katarzyna Piątek identifies several common problematic behaviors, including:

- criticizing,
- giving orders,
- insulting,
- judging,
- praise combined with evaluation,
- threatening,
- moralizing,
- excessive questioning,
- giving unsolicited advice,
- changing the subject (Piątek, 2014, p. 63).

All participants in the communication process should be aware of these potential mistakes and strive to avoid them. Beata Rzepka lists some of the most significant communication errors, such as:

- misunderstandings,
- language differences,
- differences in perception,
- conflicting intentions and emotions,
- inconsistency between verbal and non-verbal communication,
- lack of confidence,
- differences resulting from roles or positions (Rzepka, 2012, pp. 22-23).

Communication errors may also arise from simple issues, such as a slip of the tongue by the sender or the receiver not hearing the message properly. These are very common but relatively easy to correct—for example, by repeating the message. A similar but more complex issue is a lack of knowledge of a language or dialect. This can become a significant barrier when two people are unable to understand each other. In such situations, non-verbal communication—such as gestures or facial expressions—may help, although these too can be interpreted differently depending on the context.

Another common issue in communication is the difference in perception—people may interpret the same message in different ways. This can result from diverse life experiences and value systems. One way to minimize this problem is to clarify the message and make an effort to better understand the person with whom we are communicating.

Every message is accompanied by certain emotions and intentions. If these are not aligned with the content of the message, they can create significant barriers to effective dialogue. Hidden intentions or an inappropriate tone of voice may distort the meaning of the message, sometimes even conveying the opposite of what the sender intended. It is important to remember that mismatched emotions and intentions can undermine trust and reduce the effectiveness of communication.

When communicating verbally, it is essential to ensure consistency with non-verbal cues. If verbal and non-verbal communication are not aligned, the recipient may lose trust. For example, during an important conversation, a lack of eye contact may be interpreted as dishonesty or hidden intentions. Communication that maintains consistency between verbal and non-verbal elements is significantly more effective than communication in which such consistency is lacking (Rzepka, 2012, p. 25).

Poor decisions and inappropriate behavior can also lead to a loss of trust between communicators. Trust enhances the efficiency of communication, while its absence often results in misunderstandings.

The final issue concerns differences in positions or social roles (Wachowiak, Gregorczyk, Grucza, Ogonek, 2004, p. 94). Communication between individuals at different hierarchical levels or with varying areas of expertise may result in messages that are not entirely sincere, and intentions may be interpreted differently. Those in higher positions or with greater knowledge may adopt a condescending attitude, while those in lower positions may lack confidence and openness.

According to Katarzyna Piątek, the presence of such barriers significantly affects the quality of communication. She states that "in many cases it leads to misunderstandings and tensions that can cause conflict, so it is worth learning to overcome these limitations" (Piątek, 2014, p. 65). In contrast, Zbigniew Nęcki argues that disruptions in the communication process may, but do not necessarily, lead to an interpersonal crisis (Nęcki, 2000, p. 165).

Effective communication within an organization fosters a positive atmosphere and supports the achievement of goals. It is also a key factor in increasing employee engagement, as it helps reduce fears and resistance to change. Moreover, good communication ensures that employees feel valued not only for performing their duties but also for their personality, initiative, and creativity (Aniszewska, Gielnicka, 1999, p. 71).

Employees expect to receive information from their superiors regularly and want to actively participate in the life of the organization. This makes them feel respected and appreciated, which in turn promotes a responsible attitude toward their duties and work. Management should communicate clear and understandable messages regarding values, plans, intentions, achievements, results, and proposals, while also taking employees' opinions into account. Engaging employees in discussions strengthens their sense of involvement, acceptance, and contribution to the organization's success.

Employees want to be informed about issues that affect their work and to have the opportunity to express their views. It can therefore be concluded that without effective communication.

4. Communication channels in the organization

Such a complex process as communication, encompassing numerous forms, types, barriers, and a wide range of influencing factors, requires appropriate tools for the transmission of information. These tools are varied—some have existed in society for a long time, while others are modern solutions that have emerged alongside technological development. They are referred to as communication channels.

A communication channel can be defined as one of the elements that constitute the communication process. It enables the transfer of information from the sender to the receiver. In other words, it is a medium that allows communication between two individuals or a group of participants. Bogusława Dobek-Ostrowska defines a communication channel as follows: “A channel is understood as the path of the message and the means of transport by which the message travels from the sender to the receiver. People in direct communication can use all five sensory channels, such as hearing (verbal symbols), sight (non-verbal signals), as well as touch, smell, and taste. In indirect communication, these channels are reduced to sight and hearing” (Dobek-Ostrowska, 2004, p. 17).

There are two forms of communication in an organization: formal and informal communication, which often intermix with one another. Formal communication can also be described as business or official communication. It refers to messages that are documented, recorded, and official, and it primarily reflects the hierarchy within an organization.

The formal flow of information usually follows predefined rules and procedures. It may also be cyclical in nature, such as periodic meetings or quarterly reports. It ensures control over communication by determining the order in which information is transmitted and to whom employees report. A significant disadvantage of this form is the relatively long time it takes for information to reach employees at the lowest levels of the hierarchy. This delay may lead to gossip and speculation—such communication is referred to as informal communication.

Informal communication is sometimes called “grapevine communication”. It does not follow predefined rules or hierarchical structures, and messages are often implicit and largely emotional. Its advantage is the speed of information flow, as it arises spontaneously among individuals or groups within the organization. It can support good interpersonal relations; however, it may also be potentially harmful to the organization. The frequency of informal communication increases in situations that generate strong emotions among employees and cause anxiety, such as layoffs or promotions.

Neither form of communication should be ignored. Proper and frequent formal communication helps to minimize excessive informal communication. Carol K. Oyster notes that “The formal network describes the kind of communication that should occur in a group, and the informal network shows how it really is”.

The channels themselves can be divided into two groups: oral and written. Written channels are, as the name suggests, all forms of communication produced through both traditional and electronic methods, which currently dominate in organizations. This form is used when there is no need for an immediate response, when the message is complex, or when it should be documented. It also has the advantage of reaching a large number of recipients regardless of their location—for example, an email from the company's Board of Directors to all employees.

Unfortunately, due to the lack of face-to-face contact, written communication may be less effective and may not fully convey true intentions, as it lacks non-verbal cues, which help to reinforce the message. Written channels in an organization may include:

- letters,
- business notes,
- emails,
- instant messaging,
- multimedia presentations,
- work and task management systems,
- company intranet,
- company newspaper,
- SMS messages,
- faxes.

Oral channels can be divided into direct (where communication takes place "tête-à-tête", such as meetings, briefings, and gatherings) and indirect (such as video chats or telephone calls). The advantage of this communication channel is the possibility of receiving immediate feedback, which allows for faster agreement and decision-making. Direct contact also enables the use of non-verbal communication, which complements the verbal message and allows for better interpretation of the speaker's intentions. It also makes it possible to express emotions, for example when informing someone about a promotion.

Depending on the level of technological development of the organization, oral communication tools may include traditional face-to-face conversations, telephone calls, speeches, presentations and meetings, voice messages, teleconferencing, videoconferencing, and video recordings.

It is important to choose the appropriate communication channel for each message. When selecting it, one should consider the needs and expectations of the recipient, the importance of the information being transmitted, and the characteristics of the message itself. If the message is complex, the recipient should be able to return to it multiple times.

5. Interpersonal communication in the organization

Behind the success of any organization are its people, and for them to be effective and engaged in their work, they must be satisfied with their jobs. What contributes to job satisfaction? Certainly, good relationships within the organization. Communication is the foundation of interpersonal processes in an organization, such as motivating, controlling, delegating, and informing. Without it, teamwork could not exist, and decision-making processes would always be individual, as they would lack necessary discussion and verification.

Good interpersonal relationships are essential for high work efficiency and proper customer service. Employees who establish and maintain close interpersonal relationships with their supervisors, co-workers, and customers have a different perspective on their work compared to those whose relationships are poor (Hamilton, 2011, p. 106).

A satisfied employee is an asset to the employer. Such a person, due to positive interpersonal relations, feels trust and security, and therefore expresses opinions and shares feelings more openly. When such relationships are maintained, the likelihood of conflicts, misunderstandings, and hidden intentions is very low. However, if interpersonal communication in an organization is at a low level, disruptions and suspicion may arise during interactions, which does not benefit the company.

Regardless of their position in the organizational hierarchy, good relationships with co-workers increase efficiency. Positive relationships are important at every level, both in vertical and horizontal communication. When there is a good atmosphere within a team, employees are more willing to communicate with one another, and their creativity, commitment, and sense of security increase, as they can often rely on each other not only at work but also outside of it. As a result, higher job security contributes to reduced employee turnover.

In 1999, Lou Harris conducted a study on supervisor–employee relations. The results showed that employees dissatisfied with their relationship with their supervisors were four times more likely to look for another job than those who were satisfied.

In her book, Cheryl Hamilton cites research showing that 40% of managers who have just taken up their positions do not remain in them for more than 18 months. The main reason is "the failure to establish good relationships with subordinates and peers" (Hamilton, 2011, p. 106). This demonstrates how important good relationships are for the success of an organization. The question then arises: what can be done to develop and maintain such relationships?

In order for relationships to be long-lasting and stable, they should satisfy both sides of the communication process, which means they must be based on trust and clear expectations between individuals. The problem is that many expectations remain unspoken until they are violated.

Proper interpersonal communication within an organization allows supervisors to build strong relationships with employees, which can result in increased motivation, gaining insight into employees' opinions about the organization, understanding their expectations, and providing important direct information. This, in turn, leads to a greater sense of security among employees. In order to properly motivate employees, a manager should present and explain the vision of the future and emphasize the importance of the subordinate's work (Lichtarski, 1997, p. 195).

However, positive effects of interpersonal communication are not limited to supervisors. When employees have good relationships with their managers, they are more likely to express their feelings, report problems and needs, and stay informed about what is happening within the organization. Thus, the importance of interpersonal communication in an organization is significant. Without effective communication among employees, no organization can function efficiently or remain stable. The flow of information must be smooth, and employees must be able to communicate effectively with one another and correctly interpret both verbal and non-verbal messages from their co-workers.

6. Non-verbal communication in the organization

Interpersonal communication plays a crucial role in an organization. For it to be effective, both the sender and the receiver must understand each other's body language—that is, non-verbal messages should be correctly interpreted by both parties. A significant number of people are unaware that body language can be responsible for the failure of business negotiations. The way the sender presents a message has a strong impact on how it is received and interpreted. Non-verbal cues also influence how the sender is perceived by the receiver.

It takes approximately the first four seconds for a recipient to form a favourable or unfavourable opinion about the sender; this is known as the halo effect. Such initial judgments are difficult to change, which is why it is important to make a positive first impression.

Non-verbal communication itself takes many forms, and its elements may be interpreted differently across cultures and social groups. If verbal and non-verbal communication are inconsistent, the recipient may feel uncertain, and the sender may be perceived negatively.

Where can non-verbal messages be observed in organizational communication? Everywhere. All levels of an organization, when communicating with one another, transmit non-verbal messages through various channels, such as gestures, touch, facial expressions, eye contact, tone of voice, physical distance, body posture, paralinguistic sounds, and clothing.

In any organization, situations such as meetings are filled with non-verbal communication. This begins with greetings—such as a handshake—continues with seating arrangements at the table, and extends to dress code and gestures. Individuals in managerial positions who are not appropriately dressed, lack confidence, or are, for example, not punctual, may lose recognition and respect in the eyes of colleagues. As a result, their chances of success within the organization decrease. Employees at lower levels should also pay attention to their non-verbal communication (Hamilton, 2011, p. 187). A lack of confidence, poor handling of conflict, or lack of eye contact may be perceived negatively by higher-level managers, who may, for instance, block promotion opportunities or even decide to terminate cooperation for such reasons.

A very important aspect is the ability to correctly interpret these messages. If members of an organization accurately read non-verbal cues, the effectiveness of communication increases. When communication within a company is effective, it contributes to a positive atmosphere and greater employee engagement, which in turn supports organizational success.

Unfortunately, non-verbal communication is often unconscious, meaning that conversations do not always produce the intended outcome, which is particularly important in business and strategic contexts. In his book, FBI Special Agent Joe Navarro argues that skillfully interpreting non-verbal messages can significantly increase the success of communication: "Nothing should be left to chance in formal meetings—that is why you need to activate your non-verbal radar. With the knowledge that everything has been properly prepared, once you are in the conference room, be sure to relax and observe, paying special attention to signs of discomfort—which may indicate controversial issues—as well as reassuring behaviours that may reveal your interlocutor's weaknesses" (Navarro, 2011, p. 112).

Non-verbal information is constantly transmitted and plays a significant role in the functioning of an organization. Mastering these elements of communication and applying them appropriately can significantly increase organizational efficiency. Success within a company, such as effective communication between employees, can contribute to success in the marketplace. Organizations should ensure that individuals in senior positions are able to properly interpret and convey non-verbal information, as their standing among employees can positively influence overall company morale.

7. Communication in the management of a service enterprise operating in the Silesian Region

The research is based on a literature review spanning several disciplines, including organizational communication and strategic management (Zaumane, Leščevica, 2023; Brockhaus, Zerfass, 2022; Verma, Ansari, Jain, 2022). These studies emphasize that effective communication has a direct impact on business development, employee morale, and an organization's ability to survive in challenging conditions. They also provide a comprehensive body of knowledge on how professional communication departments can strengthen the market and operational position of modern enterprises.

The literature review demonstrated the relevance and importance of the research problem concerning the role of communication in business management. Based on the review, no studies were found that addressed the implementation of such research in Silesian service companies.

The purpose of this study was to assess the role of communication in the management of a service enterprise.

The company whose employees were surveyed has been operating on the Polish market for more than a decade, offering financial services throughout Poland. The survey was conducted among employees working in the Silesian region.

In order to achieve the research objective, a general hypothesis was formulated: communication facilitates company management, and its high quality increases employee efficiency.

An electronic survey consisting of 17 research questions and 6 demographic questions was conducted. The study included 170 employees working at the company. Respondents were asked to evaluate how they perceive communication within the selected organization. The survey began on January 18, 2024, and was completed on January 31, 2024.

The aim of the survey was to determine the level of communication within the company. It examined which communication channels are used and whether employees feel informed about what is happening in the organization. The quality of workplace relationships was assessed, and employees were asked to identify communication problems.

The survey included both single-choice and multiple-choice questions. Of the 200 surveys distributed, 171 respondents agreed to participate. One questionnaire was completed incorrectly, which resulted in 170 correctly completed surveys being included in the analysis.

7.1. Survey results

The surveyed company has a system for inducting new employees into the workplace. At the time of hiring, 125 employees were assigned a mentor to familiarize them with the company's rules, while 45 received induction materials. None of the respondents were left without support.

According to 100 respondents, not all information is communicated to employees, while the remaining 70 stated that they have access to all necessary information. Overall, 50% of respondents expressed a negative opinion about communication in the company. As many as 105 people do not feel adequately informed, while 65 employees believe they are well informed.

The best-rated relationship is that between employees and supervisors. In contrast, relationships between departments were assessed negatively, with as many as 85 respondents believing that communication between teams is at a low level. The worst-rated relationship is that between management and subordinates—only 25 people rated this relationship positively, while as many as 110 expressed reservations about contact with top management.

As the survey results show, the most commonly used communication tools in the company are electronic and internet channels, meetings and phone calls, printed materials, as well as integration events and company gatherings.

According to respondents, the communication process should be improved; only 15 people believe that communication within the organization does not require improvement.

The surveyed company does not lack tools for proper communication—this barrier was indicated by only 10 respondents. Likewise, interpersonal relations between employees are not considered a major problem. However, communication barriers are mainly caused by gossip, lack of trust, delays in information flow, misinformation, and, above all, information blocking by superiors.

As many as 110 respondents identified information blocking by superiors as the most significant communication barrier in the company.

The responses confirmed the hypothesis that proper communication leads to increased work efficiency. As many as 165 employees are aware that good relationships increase efficiency, while only 5 respondents disagreed.

For 155 respondents, internal communication is important, while 15 are uncertain about its significance.

Regarding preferred communication forms, responses were evenly split: 50% prefer written communication, while the other 50% prefer oral communication.

The traditional "tête-à-tête" conversation was the most frequently chosen option, indicated by 80 employees, followed by telephone conversations (54) and presentations and meetings (51). Videoconferencing (16), teleconferencing (11), and video recordings (6) were also mentioned. Speeches and voice messages were not selected.

A total of 159 respondents pay attention to non-verbal messages, while 11 do not. The most important non-verbal cues include eye contact, body posture, voice intonation, gestures, and clothing. Touch as a form of non-verbal communication was not indicated by any respondent.

Regarding methods of overcoming communication barriers, almost all respondents indicated cooperation as the most common approach (161 people), while 127 selected compromise. The methods of avoidance, competition, and submission were indicated by 9 respondents.

The majority of employees in the surveyed company have not received any communication training (121), while the remaining 49 have completed communication courses. Seventeen people attend training once a year, and 32 receive training on a quarterly basis.

7.2. General conclusions from the study

The results of the survey indicate that communication in the examined company is at a moderately developed level, although it is perceived unevenly by employees. While the organization has implemented onboarding procedures and provides various communication tools, a significant proportion of respondents still feel insufficiently informed and point to shortcomings in internal information flow.

One of the key findings is the strong differentiation in the quality of relationships within the organization. The best-rated communication occurs between employees and direct supervisors, which suggests relatively effective day-to-day operational communication. In contrast, communication between departments and especially between management and subordinates is assessed negatively, indicating hierarchical and structural barriers in information flow.

Employees mainly rely on electronic communication channels, meetings, and telephone contact, which confirms the growing importance of digital communication in organizational practice. At the same time, respondents show a clear preference for both written and oral forms of communication, which suggests the need for a balanced communication strategy adapted to different situations and needs.

A significant problem identified in the study is the presence of communication barriers, particularly information blocking by superiors, as well as gossip, lack of trust, and delays in information flow. These factors negatively affect employees' sense of inclusion and transparency within the organization.

Despite these difficulties, the majority of respondents recognize the importance of good interpersonal relations and confirm that effective communication increases work efficiency. This supports the study's hypothesis that high-quality communication positively influences employee performance and organizational functioning.

Another important conclusion is the relatively low level of formal communication training among employees. Since most respondents have not participated in communication-related courses, this may limit their ability to effectively manage interpersonal interactions and overcome communication barriers.

Overall, the study shows that although the company has a functional communication system, there is a clear need for improvement—particularly in information transparency, interdepartmental communication, and management openness. Strengthening these areas could significantly enhance employee satisfaction, trust, and organizational efficiency.

8. Recommendations

Every new employee in the company either receives a set of induction materials or is assigned a mentor responsible for familiarizing them with organizational procedures and company culture.

A major strength of the company is the relationship between employees and between employees and their supervisors. Managers maintain good contact with their subordinates, thereby building a family-like atmosphere, which is one of the organization's core values.

However, interdepartmental communication is weaker. The results indicate a positive atmosphere within teams, but communication beyond immediate groups is more difficult, which limits the development of interdepartmental relations.

Employees clearly lack contact and dialogue with top management. This contributes to limited openness among lower-level staff and increases concerns about their future. The flow of information is insufficient, and employees do not feel adequately informed, which leads to gossip and a sense of mistrust toward higher-level management. The main communication problem in the organization is the blocking of information by superiors.

The most common ways of overcoming communication barriers in the company are cooperation and compromise, which reflect generally positive interpersonal relations. Employees value their relationships with supervisors, and half of them believe that their opinions are taken into account.

The company supports employee communication by using an intranet system and an internal messaging platform. Given the large number of employees nationwide, these tools help maintain effective internal communication. A range of digital tools, such as instant messaging, intranet, email, and videoconferencing, facilitates communication and allows employees to solve problems quickly.

Despite the availability of electronic communication channels, half of the employees prefer oral communication. In particular, telephone conversations are often preferred over written e-mails.

Although many employees have not received formal communication training, the majority recognize that good interpersonal relationships increase efficiency, and that both internal communication and non-verbal communication play an important role in workplace interactions.

Managers, specialists, and office workers pay particular attention to eye contact and tone of voice, which confirms that non-verbal communication complements verbal communication.

Employees unanimously indicated that communication within the company requires improvement. Decision-making responsibility for implementing changes lies with the Board of Directors, which plays a key role in the organization, while employees represent its most valuable asset. Therefore, the company should begin by conducting an internal study on communication to confirm and further analyse the identified problems.

The most important information in the company should be communicated by the Board of Directors, which should play a more active and transparent role in internal communication. Given employees' perceptions of management relations, the Board should regularly communicate changes taking place within the company and ensure openness regarding ongoing processes. This would help reduce the problem of information blocking by superiors. Employees want to be informed about the company's plans, current situation, successes, failures, and the causes of potential difficulties.

Considering the nature of the organization, video messages from management addressed to employees could be introduced, distributed via the intranet. These communications should include clear information about planned changes, specific implementation steps, and organizational goals. Survey results should also be made available to employees, so they can see that management operates transparently and that changes are intended to bring positive outcomes.

Training workshops would also have a positive impact on communication within the company. Management should periodically train both employees and themselves in communication skills. It is important to strengthen techniques for overcoming communication barriers, interpreting verbal and non-verbal messages, and—most importantly—building trust and relationships. The expected outcome of such training would be improved employee competencies and communication skills.

Managers should regularly keep employees informed about company matters. An information policy should be developed to ensure that all employees receive key information in a timely manner, which would also help reduce gossip within the organization. The company should communicate its current situation, results, successes, and achievements.

Employee integration is a key element in strengthening interdepartmental relations and maintaining effective internal communication. Organizing internal events, competitions, or team-building activities, including group trips, could further strengthen employee relationships.

Successful organizations are those that communicate effectively. Implementing change in organizations is a complex process, often involving social rather than technical challenges. The implementation of improvement plans requires proper problem diagnosis, determination of its scale, selection of appropriate methods of change, and addressing employee concerns. Since many employees naturally resist change, managers should not completely reject existing practices but should respect past solutions while proposing improvements for the future. If communication quality improves significantly and the organization continues to support good relationships and employee achievements, it may achieve better results and increased employee efficiency.

9. Summary

Communication is a process that accompanies us every day. For communication to be effective, it must be maintained at a high level. The survey results show that people are aware that many aspects of both personal and professional life depend on well-functioning communication. Organizations must therefore recognize that a lack of effective communication can hinder success.

Efficiency increases with the quality of interpersonal relationships among employees. A communicative manager can, through good relationships with employees, increase their motivation and commitment to the company. Managers can also eliminate problems by applying appropriate techniques, which can be developed and strengthened through training and workshops. Therefore, organizations should invest in the training of both employees and managers.

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