



# THE COMMUNICATION COMPETENCE NECESSARY FOR SUCCESSFUL MANAGEMENT

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Communication in each company between the manager and the employees' takes place every day at all levels of company management. Effective communication competence and the ability of managers to demonstrate appropriate behavior in certain situations has been the subject of research by various specialists for many years.

The modern socio-cultural environment requires managers to be adaptable and able to effectively communicate and exchange information with others in order to understand each other in the communication process<sup>1</sup>.

Because of using proper communication and the ability to determine the specifics of the message that is addressed to other interlocutors, everyone can thus bear the information to be heard and properly understood. The success of each company depends on the personal qualities of the manager, especially in recent months due to the pandemic and shrinking markets in the face of increasing competition.

Therefore, the **working hypothesis** of the article is that through appropriate communication models the manager can navigate and influence the communication process, be better understood and build good relationships with interlocutors, which is key to effective corporate management. As a **problem** that is observed in the company management and the lack of sufficient communicative competencies on the part of managers for effective communication with their

employees.

The main **goal** of this publication is to present and analyze the importance of communication competence for successful management and to achieve the set goal the following **tasks** are set:

1. To present the communication techniques for effective communication in a business environment.

2. To analyze the influence of the communication competence of the managers on the company management.

There are different **approaches** to determining the successful communication competence that managers should have in modern research on communication competence. Prof. Malcolm Parks<sup>2</sup>, defines communication competence as a degree of evaluation and formulation of goals in a specific social aspect, which we want to convey to others and the ways of their expression. Janice Light defined it as a relative, dynamic, personal construction based on functionality, adequacy of communication and sufficient knowledge<sup>3</sup>. Other scientists like Larson, Backlund, Redmond<sup>4</sup> define communication competence as the ability of a person to demonstrate appropriate communication behavior in a determined situation.

Communication competence is not innate. An ability is formed through the interaction with the social environment in the process of gaining experience in communication<sup>5</sup>. Including with all the other qualities for successful company management, the manager must have the skills to conduct business communication, which is defined as the possession of communication skills, etiquette and knowledge of the proper use of various communication tools in determined situations<sup>6</sup>.

M. Canale and M. Slane present the first model of communicative competence, which serves as a starting point for many scientific developments.

<sup>1</sup> Marinow, R. „Komunikatsionna i informatsionna kompetentnost, NBU, [http://ebox.nbu.bg/prob12/view\\_lesson.php?id=243](http://ebox.nbu.bg/prob12/view_lesson.php?id=243)

<sup>2</sup> Parks, M. „The Development of personal relationships on-line and a comparison to their off-line counterparts“, <https://www.mediensprache.net/archiv/pubs/2968.htm>

<sup>3</sup> Marinow, R. „Komunikatsionna i informatsionna kompetentnost“, NBU, [http://ebox.nbu.bg/prob12/view\\_lesson.php?id=243](http://ebox.nbu.bg/prob12/view_lesson.php?id=243)

<sup>4</sup> McCroskey, J. „Communication competence and performance: a research and pedagogical perspective“, <http://www.jamesmccroskey.com/publications/102.pdf>

<sup>5</sup> Rusinova, E. „Za nyakoi vazgledi varhu komunikativnata kompetentnost i obshtuvaneto“, Nauchni trudove na Rusenskiya universitet - 2008, tom 47, seria 5.2

<sup>6</sup> Sergeev, A. „Organizatsionno povedenie“, Moskva, 2005, str. 227

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According to them, the framework of successful communication competence consists of:

- Grammatical competence – learning grammar rules, spelling and pronunciation.
- Sociolinguistic competence – socio-cultural rules of use and rules of discourse.
- Strategic competence – knowledge of verbal and nonverbal communication strategies<sup>7</sup>.

Although modern managers are aware of the importance of proper communication, many of them are rarely interested in opportunities to improve it. There are a number of reasons for this, ranging from the perception of communication as important but secondary to other more important management activities, to the lack of empirical evidence for the impact of communication and the consequent fact that many managers successfully guide their companies and are properly understood by their employees without purposefully improving their communication competence.

Managers should analyze various obstacles that may prevent them from being effective in communication and learn how to overcome them. Different perceptions of the messages conveyed, language barriers, emotions and attitudes of employees are examples of difficulties that may prevent the correct understanding of important information about the corporate team.

The transmitters of information in the business organization are not only the managers, but also all employees from the different departments – in their role of communicators and receivers of the information. The message from the transmitted information is accepted by the recipient of the information and he makes it understandable for him, as the message that the communicator intended to transmit due to various obstacles may be misunderstood by others.

This is the importance of presenting information and the correct perception and interpretation of business communication. The ability to communicate effectively by the business organization should be considered not only for internal communication in the company, but also communication with external partners and organizations, without which it is impossible to exchange information about various transactions and negotiations.

<sup>7</sup> Koev, S. „Modeli na komunikativni kompetentnosti. Predizvikatelstva pred industrialnia rastezh v Bulgaria“, sbornik ot konferentsiyata, 2018, str. 319-325

A specific feature of the effective communication of each manager is his ability to anticipate a specific situation that may arise, to have the necessary communication skills to overcome it and to be able to manage it effectively. Communication competence presupposes high levels of self-control and established social competence to accept and understand the social states of others.

Effective communication skills are required to remove barriers to communication, which promotes an atmosphere of cooperation and teamwork, an important factor for the development of the company.

Successful communication requires the removal of „**barriers**“ to communication<sup>8</sup>, i.e. not the use by managers of certain expressions and phrases that can be perceived as passing the good tone in communication, for example like:

- instructions, orders and commands – „*You must act!*“, „*I would never do this like you!*“, Etc.;
- morals, criticisms and accusations – „*You are responsible for this ... and it is your duty!*“; „*You were warned, but you didn't take action ...*“; „*We will not argue any more on this issue!*“, Etc.;
- inappropriate humor – „*Business and women – no way!*“, „*Not that we expected to hear something meaningful...*“; „*When do you plan to finally do something!*“ and many others.

It is **mandatory to observe the business style** in communication for effective communication in order to provide an opportunity to share new ideas and reach agreement on their implementation. This is the basis of good and effective business relationships and reducing conflicts due to ineffective communication.

Communication techniques for effective communication are determined to various **tools and skills** through which each manager to improve their own way of communication, to be able to analyze their own successful ways to build good relationships with the interlocutor and the audience, which include:

- ability to understand verbal and in particular non-verbal behavior – facial expressions, gestures, eye contact, use of symbols, etc.<sup>9</sup>, i.e. knowledge of

<sup>8</sup> Mitseva, S. „Spetsifika i delovi standartni na obshtuvane pri biznes komunikatsiyata“, sp. „Ikonomicheski i sotsialni alternative“, br. 2/2018, str. 104

<sup>9</sup> Petrova, K. „Neverbalnata komunikatsia kato sredstvo za obshtuvane“, Natsionalna mreza za detsata, str. 150



the unconscious signals with which the interlocutors indicate the acceptance of the information;

- conducting communication in a way that ensures the improvement of relationships with interlocutors by building positive relationships and trust, leading to a desire to listen and properly control the emotions and tone of voice used<sup>10</sup>;

- delay in asking questions – the most common mistake that is made in communication is too fast an answer. More often than not, a hasty response will only hurt the conversation and will actually prevent you from learning more information.

Silence after hearing a statement encourages the other person to continue and offer us more information. At the same time, **asking questions** has two main advantages for improving communication competence: it helps to understand the information transmitted, while showing the other person that we are interested in what they say.

Managers and team leaders should ask questions in order to check the level of understanding of their subordinates on a given topic. One of the problems of communication is the creation of the illusion that it is happening, while at the same time the lack of sufficient desire to ask additional questions, both the sender and the receiver, does not allow the realization of quality information or information remains misunderstood and incomplete.

An effective approach for the development of communication competence is show of **empathy** on the part of managers. The work environment can be very stressful, which means empathy-based communication, increases trust and encourages everyone to put more effort when they think their efforts are valued.

For the successful management of any company, it is extremely important for its manager to be able to **negotiate** in order to achieve the business result to which he strives. Negotiations are a means to achieve the maximum of the set goal, using various strategies, techniques and arguments within the framework of ethical behavior and legislation<sup>11</sup>.

<sup>10</sup> Vasileva, L. Efektivna komunikatsia i kouching umenia, MLS, [http://mlc-consult.com/bg/?page\\_id=1066](http://mlc-consult.com/bg/?page_id=1066)

<sup>11</sup> Robinsan, K. „Kak da pechelim biznes pregovori“, Burgas, 1992, s. 49

In today's world, the use of **different channels of communication** provides an opportunity to send the necessary information on time for the successful development of any company. It is an indisputable fact that well-informed employees are more motivated and effective in their activities. Internal communication is aimed at the efficient and purposeful movement of information, key to the development of any business. Therefore, the role of the manager only to expect questions from employees is already changing and he must encourage and motivate employees to actively express their views, which supports their performance<sup>12</sup>.

The good communication competence of the management team provides the necessary information to the employees about the company's policies, rules and procedures, social privileges, important company events. Communication helps **motivate** employees, builds their trust in managers and the company in which they work, creates a sense of teamwork and increases the sense of belonging and responsibility to this team. Through the various channels of communication (e-mail, printed materials, surveys, internal information platforms, social networks, etc.), employees are given the opportunity to express their own opinions, to share ideas and celebrate achievements.

Each employee is motivated and maintains his motivation in a strictly individual way, therefore in order for everyone to be sufficiently motivated to perform their duties, the manager through appropriate communication techniques should apply an individual approach to each<sup>13</sup>. Managers must clearly formulate strategies and plans so that everyone in the team is aware of what they are responsible for and how the company envisages the implementation of the assigned activities. At the same time, members of the team must understand their role and why their specific task is so important. If the manager cannot do this, employees become less interested in their work.

An important quality of a successful manager is to be able to inspire and motivate the people he

<sup>12</sup> Kicheva, T. „Pozitsionirane i znenchenie na vatreshniete komunikatsii v balgarskite organizatsii“, Sp. „Ikonomicheski alternativi“, br. 4/ 2011 <http://alternativi.unwe.bg/alternativi/br50/06>

<sup>13</sup> Borisova, L. „Elementi na firmenata kultura“, Mezhdunarodno visshe biznes uchilishte. [https://ibsedu.bg/media/Trudove/2017/179\\_212.pdf](https://ibsedu.bg/media/Trudove/2017/179_212.pdf)



works with. Motivation through proper communication allows all employees to share their ideas without worries, to make independent decisions within their competencies and to reach their full potential<sup>14</sup>.

More and more companies operate in a multicultural environment, with different team members or business partners, with unknown customs and norms. Japanese or Chinese businesspersons, for example, may prefer to remain silent before answering an important question during a business meeting, while representatives of other countries, such as the United States, may be repelled by tacit omissions during the conversation. That is why it is extremely important when increasing the communicative competence, each manager to be acquainted with the different ways of communication that he may encounter during work.

Important for effective communication competence is the elimination of prejudices. Forming an opinion about people based on superficial aspects such as appearance or manner of expression is not the right approach to successful

corporate governance. The manager should get to know the members of his team, avoiding prejudice, in determining the specific most effective way of communication.

Having the necessary skills, knowledge, qualifications or ability to build effective communication in the team allows purposeful development of the company. A manager cannot become an effective leader unless he is an excellent communicator and must use this ability to allow people to follow him. He must have the competence to motivate his team for what should be achieved through effective communication, developing better teamwork. This generates a sense of trust among employees to the manager, creates a good working atmosphere and helps build a positive and favorable environment to motivate them to work even more dedicated.

This dedication facilitates the rapid achievement of their goals, their productivity increases, which affects the company's growth. The analyzed dependence is presented in *Figure 1*.



*Figure 1. Relationship between communication and successful management*<sup>15</sup>

<sup>14</sup> Zaharias K. „Dobriyat menidzhar tryabva istinski da obicha i da vyarva v rabotata si“, sp. Menidzhar, 2011 <https://spisanie.manager.bg/komentarite/dobriyat-menidzhar-tryabva-istinski-da-obicha-i-da-vyarva-v-rabotata-si>

<sup>15</sup> Luthra, A. Dahiya, R. „Effective leadership is all about Communicating. Effectively: connecting leadership and communication“, JMBS Vol. 5, Issue 3/2015





Different management styles are also important for the company's communication. The change in management style also changes the way of communication and the communication channels used.

Effective communication, successful leadership and problem-solving skills are in unity in business management. Conflicts often arise among employees, caused mainly by difficulty and reluctance to perform the assigned tasks, because of which they turn to managers for guidance to solve their problems. A manager who is not discreet in resolving these conflicts is unlikely to gain the trust he or she needs to resolve conflicts. All this in turn threatens the productivity and ability of the organization to fulfill its mission<sup>16</sup>.

Therefore, the key skills for successful management and achieving good results of any manager are:

- personal qualities and competencies – emotional intelligence and value management;
- external communication and strategic thinking – ability to conduct business negotiations and impose positions, as well as a strategic vision for business development;
- corporate communication – personal motivation and skills for teamwork, as well as skills for delegation of powers<sup>17</sup>.

An important function of management is the effective control of communication, which regulates the relationship between employees and organization and the external environment.

**The individual attitude in communication** is a successful approach to company management, by showing a personal attitude to employees and partners, giving them confidence that they are valued and respected by management, which implies an increase in the desire to better analyze the information presented and accept the submitted messages<sup>18</sup>.

## Conclusion

Effective business communication and communication competence of the manager is crucial for the successful management of any company. Poor communication is not only unpleasant on a personal level, but has the potential to cause huge financial losses. Improperly interpreted messages can lead to delays, failed projects or loss of customers. By using inspiring communication, the manager motivates and builds trust and influences the achievement of set goals<sup>19</sup>, because the manager not only conveys information about the upcoming tasks, but also should build trust in the style of work, as well as confidence in achieving high goals.

Every sales manager in practice understands the important role of verbal communication with which he can inspire his employees, as successful managers use it on a daily basis. Therefore, all managers should increase their communication competence, and this, along with increasing personal skills contributes to strengthening the company culture.

Successful internal communication in any organization is a prerequisite for its overall functioning and development, which more and more managers use to reach the necessary information to employees. Periodically and responsibly present all decisions for the future development of the company in an appropriate way to the staff is extremely important for the successful management of the company in order to encourage employees to participate in these new activities, to build a good and calm atmosphere in communication<sup>20</sup>.

After the analysis, it was accepted that the working hypothesis, namely that through appropriate models of communication the manager can manage and influence the communication process, be better understood and build good relationships with his interlocutors, which is key to effective corporate governance has been proven.

The author's opinion is that every company wanting to develop in a competitive market should

<sup>16</sup> Heibutzki, R. Why Is Effective Communication Important in Management?, Chron, <https://work.chron.com/effective-communication-important-management-27001.html>

<sup>17</sup> Borisova, L. „Elementi na firmenata kultura“, Mezhdunarodno visse biznes uchilishte. [https://ibsedu.bg/media/Trudove/2017/179\\_212.pdf](https://ibsedu.bg/media/Trudove/2017/179_212.pdf)

<sup>18</sup> Mednikarova, S. „Vatreshnata komunikatsia – klyuch kam uspeha“, <https://www.dotbg.bg/article/6431296#>

<sup>19</sup> Yankulov, Y. „Management of sales teams – modern ideas“, Vanguard scientific instruments in management, vol. 11, no. 2, 2015

<sup>20</sup> Kicheva, T. „Pozitsionirane i znachenie na vatreshnite komunikatsii v balgarskite organizatsii“, Sp. „Ikonomicheski alternativi“, br. 4/ 2011 <http://alternativi.unwe.bg/alternativi/br50/06>



check whether the communication in her company is sufficiently effective, ie. is the correct message transmitted to the right person. The way you evaluate this varies. The evaluation should measure various elements, including: increased awareness, improved knowledge and enhanced communication skills. The measurement must be tailored to the specifics of each company.

To solve the problem related to the lack of sufficient communicative competencies on the part of managers for effective communication with their employees, managers should analyze various obstacles that may prevent them from being effective in communication and learn how to overcome them. High levels of self-control and social competence to accept and understand the social status of others, mandatory compliance with business style, empathy and negotiation skills will contribute to building trust, teamwork and increasing market positions of the company.

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