COMMUNICATION-BASED MODEL FOR IMPROVING COMPANY'S RELATIONSHIPS

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Abstract: Communication skills are the most important factor for improving relationships for any kind of human activity, including private relations. It is the most important aspect for negotiation process as well. Principally, this skill is important at present time for any kind of a job if one wants to keep his job or to get promotion. In order to acquire job, quality private relationships or improve existing ones, communication skill is the fundamental one. The based model of communication for improving relationships has tremendous importance inside of a company, as well as external relations with client, because it is one of the key factors for company's success. Accordingly, the vital phases of external communication are very important to be distinctive as main communication stages which are including integrating stage, bonding stage, communication stage, differentiating stage, stagnating stage and eventually negative terminating stage. In private life, poor communication is the one to be blamed for negative private and in house companies relations, which additionally underlines the great importance of the correct communication skills in global.

In modern business, corporate communications are a precondition for the company's market success and an important basis for strategic planning. The importance of corporate communications is reflected through a well-built corporate image of the company and it affects the reputation of the company. Corporate communications are defined as the planned shaping of information from the macro environment and the intra-company input, as well as the exchange of company's information for the information of other legal entities on the market. It is believed that the survival of a company is uncertain if it is not in permanent internal and external communication during the business process.

Internal public is formed by employees, regardless of where they are in the hierarchy, but also all former employees, while the external public is represented by various governmental and non-governmental bodies, financial institutions, media, suppliers, consumers and service users, as well as the competition. Due to the timely effects of corporate communications, the company is in a position to present all strategic and planning commitments in the business process to the macro environment and in accordance with that, to expound the company's operations in the foreseeable future. Adequate corporate communication is the guiding principle for attracting consumers, the ability to implement the position of leadership and premium pricing policy, reinforcing the trust of potential investors and business associates, a greater media presence and it is a positive signal for future competent officials.

Keywords: communication model, internal & external communication, company's relationships

INTRODUCTION

Communication is generally understood as a form of linear process, taking place mostly between one sender and one or more recipients of a certain message. The success of a communication process is measured by the degree of understanding of the message being sent. Finally, in order for understanding to take place, it is necessary that the sender is familiar with the attitudes, convictions and the communication style of the recipient, that is to say, their field of experience. A field of experience is determined by knowledge and experiences of each of the participants in the communication process. Some authors define this concept as the universe of understanding.[1]

Numerous research studies were conducted with the aim of better understanding and interpreting of the signs and symbols in the process of communication, as they are immensely helpful with cognition of convictions, attitudes, perceptions and experiences of the other side for which the message was intended. We can conclude that conveyance of a message is the basic function of the communication process. The message

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[1] Fill, K., (2009), *Marketing Communications*, England: Pearson Education, p. 671.

being transmitted as a part of the communication process does not necessarily have to be a mere briefing of the other side in the said process. It often involves persuasion.

Communication is a multistage process that presupposes the selection and creation of a message, direct (face to face) or indirect transmission (by way of a given medium), followed by reception by the sender, with adequate understanding. The basic elements of the communication process are: sender, encoding, message, decoding, recipient, feedback and noise.

In order to improve relationships in the process of negotiations or any other kind of relation, the main condition is to constantly develop communication skills. In negotiations excellent communication skill has a key role in it's success. High level of communication skills can be observed if negotiator has developed Social Intelligence (SI). When it comes to negotiations, it is a skill of the primary importance. It can not be learned in school. "It is said that speech is silver, but silent is gold. Still, few will argue about the great power of words either spoken or written".[2]

TYPES OF COMMUNICATION

Interpersonal communication is a communication process between individuals which, as it is primarily understood, takes place on a one-on-one basis. It is the cyclical transmission of a message from one participant to another in the communication process. This kind of communication is characteristically bidirectional. In a face-to-face situation, both verbal and non-verbal forms of communication are present, and they additionally influence the establishment of trust between the interlocutors.

At the same time, group communication is a communication process within members of a particular group (community), but also between two or more different groups. For each of the groups in the communication process, harmony and common interest in the communication process is paramount. Through the so-called group dynamics, it is possible to measure the participation in the communication of each member of a particular group. It is customary for each group to have active individuals who noticeably participate, as well as those who passively accept the opinion of the group under the influence of the above-mentioned active members. Also, one should keep in mind that the behaviour of individuals within the group would be completely different in the form of communication were they not in the group. Succumbing to group norms, however, those individuals are prone to making completely different communication decisions.

Mass communication takes place between one source and a large number of recipients of a message. This type of communication is usually one-way. It is believed that this obvious disadvantage can be countered by various incentives for giving feedback (mostly used in political and consumer marketing).

Symmetrical communication is characterized by openness, credibility, tolerance of different views and business negotiation. Two-way by nature, symmetrical communication enables a more effective understanding between a company and its employees, unlike asymmetrical communication, which is one-way and aims to strictly control and monitor the behaviour of employees in accordance with the requirements of management. Research studies show positive results when it comes to internal symmetrical communication and how it correlates to the results of the employees, notably their loyalty, good business relations between them and high management and satisfaction with the job done.[3]

Employee satisfaction also leads to the formation of long-term quality relationships with the company's management. In every business situation where employees are involved in making certain business decisions, the employees will be satisfied and will express the desire for the achievement of company goals. Only through authentic leadership, adequate communication and a positive working atmosphere is it possible to achieve maximum commitment of all involved in the business process.[4]

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[2] Tuhovsky, I, (2015), *Communication Skills Training: A Partial Guide To Improving Your Social Intelligence Presentation Persuasion and Public Speaking*, Positive Psychology Coaching Series, Book 9, 3.

[3] Kim, J., & Rhee, Y. (2011), Strategic thinking about employee communication behavior (ECB) in public relations: Testing the models of mega-phoning and scouting effects in Korea, *Journal of Public Relations Research*, 23, 243-268.

[4] Matthews, R. A, Mills, M. J, Trout, R. C, & English, L., (2014), Family supportive supervisor behaviors, work engagement, and subjective well-being: A contextually dependent mediated process, *Journal of Occupational Health Psychology*, 19, 168-181.

THE IMPORTANCE OF THE SOCIAL INTELLIGENCE IN COMMUNICATION

Two sides always have different kind of interests and in the process of negotiations, sides need to find a solution which is acceptable for both of them. In case of wrong kind of based concept of communication model, such kind of solution can not be achieved during the negotiations. Negotiations are between people who are in most cases different, which means that communication style has to be appropriate with different kind of partners *in order to improve their relationship* and make collaboration possible.

As underlined above, Social Intelligence is a crucial feature for all kind of social relationships including negotiations. Social Intelligence implies that "social relationships are relationships that occasionally meet our needs and lack the closeness and interdependence of personal relationships."[5] Social relationships in negotiations include partners from the other side, from other companies or coworkers. We can conclude that the *style of communication* in mentioned kind of relationships depends a lot on Social Intelligence.

IN-HOUSE INTERNAL COMMUNICATION

In order to build up fruit-full relationships inside of the company it must be considered that internal conversations between coworkers consist of taking steps to build-on productive in-house communication.

Important communication path exists between coworkers. "Since many people spend as much time at work as they do with their family and friends, the workplace becomes a key site for relational development."[6] Different types of communication occur at workplace. For example, one of the most challenging is *boss-subordinate relationship* in which one has formal authority over the other. That is a kind of relationship which consists of many challenges but can bring rewords by using Social Intelligence skills in mutual communication. The other important co-working communication type is the one between colleagues. The most important part of fruit-full communication should be a proper information exchange. For example: new employees practically have to use negotiations inside of a company environment in order to become properly oriented. We can conclude that solid communication skill can help such members of the staff to improve their position inside the company in shorter period of time.

THE VITAL PHASES OF EXTERNAL COMMUNICATION

A phase of communication called *integrating stage* can be distinguished. In that phase business partners acquire a good knowledge of personal identities, build good interaction and their communication develops a certain extent of positive interdependence. This stage is very important initial step in forming basic model for improving relationships. Experienced negotiators are able to establish this positive stage. By achieving a business agreement, from the communication point of view, negotiators are establishing next, *bonding stage*. This stage can and should be developed as soon as agreement or contract is signed and further on commitment is formed. We can observe that *bonding communication stage* directs negotiator's efforts towards positive aim. In negotiation process we can observe negative path as well. That is the moment when communication passes to the *differentiating stage*. It is obvious that such kind of communication is an obstacle for *bonding* which should always be the primary target of negotiations. The biggest danger of *differentiating stage* is that it can bring the next not positive *stagnating stage,* which does not serve communication's dynamic. It is obvious that the negative impact of such kind of *stagnating phase*, can lead in worst case scenario, to *terminating stage* in negotiations. In that case, valuable, positive agreements or significant contracts can be lost.

We can conclude that positive dynamic of negotiations depends on Social Intelligence as almost substantial communication factor where the price and reword are balanced.

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[5]Vangelisti A. & Perlman D., eds, (2006), *The Cambridge Handbook of Personal Relationships,* Cambridge: Cambridge University Press, p. 95.

[6]Sias P.M., (2009), *Organizing Relationships: Traditional and Emerging Perspectives on Workplace Relationships* Los Angeles, CA: Sage, 2.

THE IMPORTANCE OF COMMUNICATION IN AND OUTSIDE OF A COMPANY

If the base model of communication inside of a company is not well established, it can result with a financial loss and many other problems. Unprofessional communication inside of a company leads to:

- Troubles with finishing planned jobs and schedules;
- Negative relationships between colleagues from different departments inside of a company;
- Job problems in cases of illness of several employees;

It is also very important to mention communication with difficult people. Difficult people are most likely to be selfish and inwardly focused "For them it's all about them, so don't let them get under your skin. The brutal truth is that they don't care about you."[7]Accordingly, we may observe that it is important in negotiations never to take behavior of difficult people personally. The only important thing is negotiator's goal in such encounter. It means that negotiator keeps in mind the purpose of the desired results and what kind of behavior can lead to them. Negotiator can not change such kind of opponent and should not lose time on it. In such cases, crucial approach to communication is to act from mental level, excluding emotions. In a difficult negotiation situations, it is important to be able to listen to ourselves and" be aware of our thought processes, know the language which is used in conversation with ourselves. That's the only way that can help us to manage our own personalities. Otherwise, confronting a difficult situation is not only negative but also impossible."[8]In any kind of difficult communication during negotiation process very important is the ability to "Listen to ourselves i.e. to be conscious of our inner thinking process, to understand the type of language which is used in conversation with ourselves. That is something without which the management of our own personality is not only ineffective, but practically impossible."[9]This is important because in the process of listening to ourselves we get comprehension which direction is important for focusing our intention on and which communication factors should be overlooked because it is without purposelessness. Listening to himself strengthens negotiator to endure the most difficult conversation and ensures a possible good outcome in the negotiations.

THE IMPORTANCE OF NON-VIRTUAL COMMUNICATION FOR SOCIALIZATION

Brad Neuberg is credited with starting the co-working movement in San Francisco in 2005 with the structure and community of an office space. To achieve this, he invented the word "co-working" with no hyphen.[10]This concept which spreads in USA, Asia, Europe from 2005 to recent time, rather widely proves importance of positive communication process for improving relationships, not only in negotiations between two parties or relationship inside of a company but for wider social relationships between people as well. At the same time, *overdoing of virtual communication* pose great danger for real communication process. For example, the research of The University of California and Los Angeles (UCLA) about Facebook addictions showing that it develops prefrontal brain damage which leads to 20% decreased function of brain center responsible for speech, motor control, memory, emotions, sensory and other information.[11] At the same time, research from Harvard University showed that Facebook created addiction stronger than the one found in alcohol or food usage.[12]We can observe that this proves huge importance of vivid communication not only for working, business relationships mentioned above, but for human race in general. From time when Facebook was launched, to present time, these researches showed alarming negative impact of virtual digital communication over a live communication. Conclusion is that with development of digital technology and such self phone

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[7]Lilley, R., (2013), *Dealing with Difficult People*, Kogan Page Ltd, London, 2.

[8]Панкратов, В, (2007), *ЭФФЕКТИВНОЕОбЩЕНИЕ: правила игры*, издательство Психотерапия, 44.

[9]Панкратов В, (2007), *ЭФФЕКТИВНОЕОбЩЕНИЕ: правила игры*, издательство Психотерапия, 44.

[10]N*euberg B., The Start of Coworking (from the Guy that Started It)*. [online] Retrieved from: http://codinginparadise.org/ebooks/html/blog/start_of_coworking.html, [visited 12 Feb 2018].

[11]Wolpert, S., The teenage brain on social media. Retrieved from: http://newsroom.ucla.edu/releases/the-teenage-brain-on-social-media, [visited 10 Feb 2018].

[12]Brown, L., New Harvard Study Shows Why Social Media Is So Addictive for Many, Marketing.wtwhmedia.com, Retrieved from: https://marketing.wtwhmedia.com/new-harvard-study-shows-why-social-media-is-so-addictive-for-many/, [visited 12 Feb 2018].

functions as texting, emailing, twitting, many people forgot the importance of the verbal communication. Effective communication is strongly suffering due to the virtual types of communication. If humanity slip down into digital communication and do not keep correct balance between digital and verbal communication, our natural power to verbally express ourselves could be completely lost. Accordingly, based model for improving any kind of relationship is correct and effective verbal communication.

CONCLUSION
This paper analysed the significance and correlation of corporate communication, as well as its impact on each element of the business success of a company. The strategy of each company should be based on planned strategic directions primarily determined by high quality communication. That same communication is essential to internal management and employees, as well as to all legal entities with which the company does business in its immediate environment. After precisely defining the target groups for the placement of corporate communication, it is important that the message be adapted to each of the groups. It is recommended that company communication plans are based on the strategic goals of the company.
We can conclude that improved effective verbal communication is a power-full tool which helps creating drastically more fulfilling life. Effective communication is axiomatic for negotiation process. Based model for improving any kind of relationship is verbal communication, which helps in socializing. Accordingly, effective in –house communication is the stone foundation of the successful company. Conclusion is that communication skills that serve based model for improving relationships are important more than ever for all fields of human interactions and fundamental for success.

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