

## INTERACTION IN BUSINESS COMMUNICATION

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**Abstract:** This paper represents analyze of interaction phenomena in business communication as everyday part of business. To achieve communication between sender and receiver the most important thing are common assumptions – if there isn't any communication is impossible. Speech, listening and observation are basic seeable activities of communication, while thinking is invisible and represents base for information preparation. Special attention has been send to active listening, correct interpretation and non-verbal communication tracking. Author researchs barriers in modern communication process and suggests measures for their overcoming.

**Keywords:** interaction, communication, skills, principles, obstacles

### INTRODUCTION

Need for communication (lat. comunicatio) is as equall as natural need. While there was't developed communication system, modern human had need to share experience with other tribal members, from which their survival depended on. Human development brought to modern culture over 3.000 languages, from which approximately 2.700 survived with over 7.000 dialects. Through most wide spreaded language systems, communicates one half of man kind, and 23 languages are mother tongue to 4 billion people. There is also a dialect in the world which is spoken by only one person, and there is one more dialect which is among termination because only two persons who speak it, doesn't speak to each other.

Culture of speech, or communication culture, is base of any development jump of any civilization.

### FROM MISSION TO MESAGGE

People usually don't react to social situation as they really are, but on the basis of what importance it is for them. Symbolic interaction, we give importance to the world surrounding us, and than we behave according to those meanings. By objective reality, behavior is not determined. Behaviour is influenced equally from environment and our interpretation of stimulans.

As example we can use real life story. In one village, one old priest went to retirement. For his position there were two applications, both locals, both hardworking and honest. Both of them respect their roots and ancestors, tradition and amenities; they both work on reviving and preservation of their neighborhood. They've arranged a meeting with the high priest. High priest was thinking long and called all the believers from village. After wisit to the temple high priest and the first candidate went to local tavern to discous about business. They've ordered a drink and started talk about seminaries neccessery to became a priest, and also about ordination, worship etc. At some moment of time they've stayed without a drink, so the candidate called for another. They continued talk, and after the candidate called for third time for new drinks, high priest stopped, looked at him and said "You could be the priest".

Next day, during liturgy, served by the high priest, other candidate asked the first one, what they've talked. First candidate said that conversation was in the good spirit, understanding and brother love. He even said they've drink three drinks.

After the liturgy high priest and second candidate went to same tavern. They've ordered drink and started conversation. When they stayed without drink, second candidate ordered for one more drink. When he ordered third drink high priest looked at him and calmly said "You could not be priest".

The question arises, why high priest judged first candidate to be priest and second not to be?

Answer is in drink ordering, in theory of attribution, the way how human being understands and explains its own behavior and behavior of other people – first candidate was ordering one drink, and second one more drink<sup>17</sup>.

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<sup>17</sup> Theory of attribution was developed by Austrian-american psychologist Frinz Heider. In his writing "Psychology of interpersonal realtions" published in 1958. He started from the concept of "sanity", or how he would like to say "naïve psychology", believing that people judge behavior of other people, according to their own perceptions and that perception is possible to determine by specific situations or long-term assurance.

Without correct expression there is no good performance. As famous serbian poet Miroslav Mika Antic says: "It is not important if you have untidy pockets, messy haircut or homework... The greatest trouble in the world is, my son, to have a messy mind".

#### **ELEMENTS OF COMMUNICATION, SIGN AND SYMBOL**

Communication<sup>18</sup> changes during history, and man kind always tries to adapt towards polite, decent and human behavior. Society, observed as a totality constructed of active subjects, their activities and mutual realations, is in constant change. Along with those changes and fast development of science and technologies comes to social dynamic conditioned from changes. New created situation in the globe with creation of "modern society" creates new tendencies – some of them were recently relevant, but are overcome or marginalized in the time of modern communication.

Communication is complexed process and most real evidence of feedback reaction existence to information, as said by Pejčić, communication is base of harmonization of human activities, as well as goals determination. "Determining of goals assumes previous communication activity so the goal could be determined"<sup>19</sup>. T. Petrova consider that relationship "screen-auditorium" is from essential importance for establishment of TV programme. "Audience from one hand is adressant of television communication is mass, and from the other hand is determined by demographic, age, social origin, sex, taste and other factors. TV programm on multichannel television has audience in focus, depending of specialized or universal it need to satisfy interes of a huge potencial of audience or specific auditoria by keepeng specification of mass communication"<sup>20</sup>.

Basic elements of communication are: communicator (sender), message and receiver (recipient). Communicator – person that produces the message in which are defined goals and motives. They can be subjective-objective, public-hidden and dispersed-directed.

Message – must be concepted so the other person (recipient) challenges psychological feelings and to stimulate it towards action about the announcement it contains.

Recipient is every person that receives messages from the communicator.

Communication process contains elements:<sup>21</sup>

- Coding represents a process of idea transfer or communicative content in appropriate symbolic meaning.
- Transfer of message from sender to receiver with use of appropriate channel of communication and appropriate media.
- Receiving of message from receiver that was decoded before it came from destination so it could be understood, interpreted and adequately accepted or denied.
- Message effect represents concequences that message created in the system of attitudes of message receiver, as well as their practical handling.

Communication is done through signs. Sign is material object used to mark some object, like red light in traffic means stop. One material object can be used as sign, only if there is conscious being that will interpretate and understand that sign. Message which is tranfered through sign is its meaning, and barrier of message is a term. Sign means that object is directly present in space and time since the moment of marking<sup>22</sup>.

Signs can be split as natural (for example: spontaneous facial expressions) and artificial (for example: chemical symbols, language, numbers), and according to use signs are split into signals (spontaneous reporting) and symbols (knowingly use).

Symbol can be defined as a thing to what value and meaning is given, by the one's who use it. Symbols can be arbitrary (that doesn't remind of term or phenomenon they represent) and ironic (by shape they are common to phenomena they represent).

Meaning or value of symbols is never dependant from its physical form, or determined by it; grieving colour can be yellow, green, black, and in China – white. Symbols meanings originate and are determined by the people using

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<sup>18</sup> Петрова, Т. Телевизионната програма, Софиски университет, Факултет по журналистика и масовна комуникация, София, 2002.

<sup>19</sup> Делетић, С., Пејчић, М., Пословне комуникације, Електронски факултет, Ниш, 2008., pp 9.

<sup>20</sup> Делетић, С., Пејчић, М., Пословне комуникације, Електронски факултет, Ниш, 2008., pp 9.

<sup>21</sup> Делетић, С., Пејчић, М., Пословне комуникације, Електронски факултет, Ниш, 2008. pp. 36.

<sup>22</sup> Делетић, С., Пејчић, М., Пословне комуникације, Електронски факултет, Ниш, 2008. pp. 42.

them. People are giving meaning to physical things and events which makes them a symbol<sup>23</sup>. By other words, symbol is much more complex than a sign, because it points way more ideas, terms, or phenomenas. That way cross is symbol of Christianity, and peageon symbol – of peace. “Symbol is accepted by convention and has general value<sup>24</sup>. “

In verbal communication sponataneous signs occurs, which are called signals. They are not choosen, but they represent inner state of organisms (affect condition, intensive needs), and relatively durable person characteristics (personality lines).

### **SPEECH, LISTENING AND WATCHING**

Marco Fabiuswas, just like Marcus Tullius Cicero or Tacitus, was demanding from interlocutor convincing speech with choosen words and appropriate argumentation. That goal, is not available to the attendant without comprehensive education and carefully affirmed eloquence. Quintilianus was staying in frames of Greek educational method, except when it was about physical education. Greeks were paying special attention to this segment of education, while in Rome there was attitude about importance, but not, crucial to educational process. Cicero was often repeating “it is not enough to get education, it must also be used”.

Demosten (384-322 BC), was one of the greates speakers of Antic Greece and respected Athens statesman, has learned speech skill through study of speeches of his predecessors. His father was a wealthy man for that time – he was trader and manufacturer of soft weapons. By fate Demosten stayed without father when he was seven years old, he lived with his mother and six year old sister. Unconcioussness caregivers, selected by father, left the boy and his family almost without succession. Demosten defended whats left, through court of law, with demand to return what was taken. So he coul’d succed in that intention he had to learn oration, where he got help from Isey and Isocrat. First school was more inclined to skill and available to students with lower property status, while second one was more theoretical and reserved for wealthier students.

According to story, young Demosten was learning and building himself in a basement which was created by him. When he would speak, under thoungue was holding small hot rocks. He recited the verses while he was running, he was shouthing among the waves next to the sea, to improve his fragile constitution that nature gaved him.

Communication skills, which he achieved, helped him when he was 20 years old and successfully won court act against his caregivers that embezzled his succession. Later Demosten become famous logograph – speechwriter for others<sup>25</sup>, and he was also some kind of lawyer.

Proof that communication skills can be achieved thanks to learning is also example of Winston Churchill<sup>26</sup>, approach in speech preparation, which is down to learning by heart and thanks to that it had strong influence on auditory. There is one famous sentence of his: “Speech should be as female’s skirt: long enough to cover the subject, and short enough to be interesting”.

Communication skills implies communication values: flexibility, respect of interlocutor and team work. Communication skill implies also respect of “general obligations and conventions in terms of content, order, interrelation, and respect for certain moral obligations<sup>27</sup>“.

Proper speech is in domain of numerous, long-term and complex contextual methodology of developed scientific disciplines.

“Skilled spokesman is one that small thing makes big, and big tiny”, says Ciceron, and American Management Association (1955) suggests 10 commands of good communication.

1. Try to clarify your own ideas before communication
2. Examine real intention of every communication
3. Check entire physical and human environment whenever you communicate
4. Consult other side in communication planning
5. Be aware of your tone and message composition while communicating

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<sup>23</sup> Делетић, С., Пејчић, М., Пословне комуникације, Електронски факулет, Ниш, 2008. pp. 42.

<sup>24</sup> Жозеф Вандријус, 1998, pp. .225.

<sup>25</sup> Logograph was, in anthic practice, well payed speech writer for others – procecutors, procecuted, politicians...

<sup>26</sup> Winston Churchill, journalist and text writer, he was prime minister of United Kingdom, who defeated Hitler in the World War II

<sup>27</sup> Хајмз, Д., Етнографије комуникације, БИГЗ, Београд, 1980

6. Use opportunity to share something that helps or have importance to a message receiver
7. Follow your communication
8. Communicate for today, but also for tomorrow
9. Be sure your actions will follow your communication
10. Try not only to be understood, but also to understand others.

Speech culture also understands listening culture. By careful listening many misunderstandings and conflicts are avoided, which creates trust relationship.

Through active listening interlocutor is encouraged to continue exposition, and creates opportunity for question asking for clarification or content confirmation, possibility to reformulate the message, summary, repeating of main subject, as well as evaluation of interlocutor's attitude.

There are many rules about active listening in literature, and we shall highlight the most important:

- Do not interrupt someone when speaking!
- Do not offer advice!
- Do not judge!
- Do not discuss truthfulness!
- Do not impose personal opinion!

So, skill of listening understands respect interlocutor's integrity, which will help you again his trust and much easier say what are his intentions.

Watching technique – look and smile are extremely important component of non-verbal business communication. By look people can estimate – confidence and uncertainty, honesty and inclination, stubbornness and readiness to adapt.

### **NON-VERBAL COMMUNICATION**

Non-verbal communication is process where people exchange non-mouth signals and in special organized communication space communicates with each other. Their correct interpretation in business negotiations or at business meetings leads to success in establishment of business relations.

Characteristic for non-verbal signs in communication is that receiver and sender of message, in the moment of transmission, are not aware of facts that influence final judge of verbal message. Non-verbal communication in that way becomes assumption for creation of one another relation of information or its sender.

In phase of communication among people, 35% of it is verbal communication, and 65% non-verbal. Researches states that approximately 15% of people are in condition to control non-verbal communication process in which is involved.

Facial expression as non-verbal behavior is based on face expressions and body movements, through which person expresses inner state, consciously or unconsciously.

Some gestures are common for all nations<sup>28</sup>, but even the expressions are same, cultural differences can exist in intensity of emotions, so in some cultures emotional expression is rude and in some is not<sup>29</sup>.

Gestures<sup>30</sup> are most commonly connected with speech and complement verbal communication, and are expressed through movement of hands, head, legs, and even the whole body. Way of sitting, standing, communicating is showing emotional condition – relaxed or tensed.

For business communication it is important to know that it is much harder to control body position than face expressions, so in business communication it is important to pay attention to body position rather than facial expression.

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<sup>28</sup> Charls Darwin noticed that some facial expressions are common for all people. This phenomenon is researched and conclusion is that there are some inborn universal programs of facial expression.

<sup>29</sup> American psychologist of japeese origins, David Matzumoto determined that Russians, Japeese and members of South Corean peninsula best controls facial expression of emotions, while on the face of Americans is easy to read current emotional status.

<sup>30</sup> Through body language, for example, it is possible to discover if someone likes someone. It can be confirmed based on imitation of attitude and echo moves. When partner is in direct communication with someone who is attracted with, it can be noticed that person takes the same body position, or that during time starts to have same gesticulation moves as other person.

Beside posture in non-verbal communication distance is also important. Although everybody is trying to hold distance, and not to brake personal space, people who are in friendly mood will come closer to each other, and otherwise, unknown and in non-friendly mood people will hold larger distance, as well as people with higher status.

### **DISTRACTIONS IN BUSINESS COMMUNICATION**

In practice, although in the first plan all conditions are planned, commonly communication doesn't go as planned and faces series of deformations which involve communication quality. Communicative barriers represent absolute and relative obstacle to efficient communication, subjective experience or real present in situation of communication, where reasons are motivational-operational, individual-psychological, social-psychological specifications of communicator<sup>31</sup>. That means that some are psychological nature and arise from subjects of communication, and others are linguistic and relate with organization climate, and third are technical nature, created through absence or limits of appropriate communication assets&

- Communicative activities of personalities depend of many factors, such as age and social position, but also from educational level, that defines type of interests and needs for specific type of informations. People are different by their own unique intellect, ideas, religious or political views, because of which one and same message can be interpreted in many ways. Mood of the receiver in the moment of message receiving, also affects on accepting or denying the message, or how the message is going to be understood and interpreted. There is common situation of overloading with messages, which creates "purification" of messages. Only filtering those messages leads to manipulation of information so they would look attractive enough to the receivers.

- Linguistic obstacles are created from imprecision and misunderstood languages specifics of some professions and specific jargons, which can lead to differend understanding or misunderstanding of the message, even to disinformations. For transfer and message understanding there are four significant aspects of a language: phonetics (voices), morphology (word forms), syntax (word structure) and semantics (meaning). Because of that, in front of communication process, is not only demand of information transfer (with positive definitions in terms of exhaustiveness, truthfulness, timeliness), but also needs to determ the accuracy of the meaning with which the message is sent, that is accepted and adopted<sup>32</sup>. However, difference must be made between foreign words and domestic foreign words, which circulate, especially in technical sector. Common use of "technical terms" comes to first plan, but however, people need to think in advance what will say, avoid over – explanation, and unjustified long conversations, and speech should be clear, short and understandable<sup>33</sup>.

- Technical disturbances are also quite common and make difficulties like unclear letters, insufficient clarity of picture, static of sound or negligence of receiver. The outcome of the communication depends on the selection of content, the suitability of the selected medium or transmission medium, as well as the technique of presenting the information itself.

Interference may also occur due to lack of clarity, the content and form of a message. Reasons that create obstacles in communication can be split in two groups: external and internal, where external is environment where communication is being held, and internal means concrete communication between sender and receiver.

- External obstacles in communication.

It is almost impossible to affect external obstacles in communication, and we must adapt to them. Obstacles can be differences in perception and language, time distance, lack of time, lack of information, cultural differences. Message that receiver receives doesn't mean it will be same as sender has sent. Reasons for this are different perception and attitudes possessed by members of communication process. Message observation from different point of views automatically gives it many meanings, therefore if sender sends a message, and receiver has different opinion, it comes to wrong interpretation and creates obstacle toward successful communication. Time distance affects communication by slowing down information transfer. If message need to travel a long way to be checked and approved, in the end when it gets to receiver it can be drastically changed and lose its original point. Lack of time and information creates unprecise and incomplete message. If we create message fast, we can miss some important information, but also we can shape sentences wrongly and grammatically incorrect. This means to written communication at first place, so before message sending we must pay attention to syntax of sentences and spelling.

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<sup>31</sup> Куницына, В. Н, Н. В. Казаринова, В. М. Погольша *Междulichностное общение*, Санкт-Петербург, 2001. pp 346

<sup>32</sup> Вајтхед, А. Н. *Наука и модерни свет*, Нолит, Београд, 1976.

<sup>33</sup> Бојков, В. *Пословне комуникације*, Електронски факултет, Ниш, 2016.



Information miss in very important element and it must be payed attention especially in the business world, where smallest thing can affect decision making, so we must know business traditions of our business partners. Cultural differences can occur in non-verbal behavior through emblems. They have good recognition among cultures, but also can cause some misunderstandings.

- Internal obstacles in communication.

Unlike external obstacles, we can influence internal obstacles in communication. By term internal obstacles is considered: message complexity, bad listening, choice of appropriate media for message transfer, language barriers. By language barriers we understand that message sender may be has richer vocabulary than message receiver. Because of that message can sound unclear to the receiver, and with that it can be misjudged or create misunderstanding. Language barriers represent poor knowledge of foreign languages. In present day it is very important to, except of mother thounge, person knows at least one or two foreign languages to communicate and do business outside of his country borders. Great attentions need to be payed to message complexity. Message must be clear and concise. It represents main part of communication, and if it is not well formulated, than entire communication is meaningless because the idea from sender will not be different to the receiver and it can create misunderstanding. Greatest problem is properly expression of ideas and tranfering it to message users. Along with all of that we must pay attention to vocabulary because many words have different meanings. Bad listening is result of indifference to because of which comes to missing the information which makes message lose its meaning. That is why is important to listen to interlocutor. Understanding of listening is one of the elements which improves communication and removes obstacles. If we completely understand message sender and observe the message on the same way as sender that means that there was no obstacle in communication process. In occasion of media choice we must first decide to which group we are transferring message and what are group's preferences. Does the group like more written media, television, radio, question is for which we must have an answer. If we choose wrong media, message will never reach its receiver and creates hole in communication channel<sup>34</sup>.

Disturbances in communication process are affected by many factors. Canadian professor Shaw H.W. differs seven kinds of disturbances in business worlds:

- Limitations of ability to receive words from person toward who communication is intended. Information can be well formed and adequately to content about whom reports, but if the receiver is not in condition to accept it, communication has failed. It can be couused by presenting to large quantity of information. When something is announced, message sender must pay attention to knowledge, intelligence, education and other factors which determine ability to receive presented information. Over-apstracted exposing will not be accepted by ones who are not used to apstract thinking. Commonly we see informing in which are, without special need, used professional terms that will not be understood by persons who hasn't mastered specific profession or its terminology. Pretty often we see informing in which are without specific need used complexed, structured expressions or excessive amount of unnecessary foreign words, although information is intended toward larger auditoria and can be announced in everybodies understandable way.

- Distraction, obstruction of attention during information reception. Many factors can distract message reception, like many same time transmited information that distracts attention. For example, understanding of some message can be distracted by television program which obstacles our attention towards persons we communicate. Distraction can be physical factors also, like heat, moisture, noise etc., and also inner disturbances like fatigue, drowsiness, alcohol influence...

- Unformulated and not clear formulated assumptions, that are good to know to understand the message. Communicators often use words and terms which are not wide known, and they miss checking if the listeners know them. Speaker expresses himself as all others know terms or data on which is his speech based even when auditory behave like they have no clue what is the subject. It can lead to unsuccessful communication even when auditory is equally educated or professional interlocutors.

- Incompatability of interlocutors schemes. Human beings have different ways of perception and thinking which are characteristic and long-termed. If ways of thinking and judgement are crucially different, they will differently accept and interpret same information. It would be almost impossible to create successful

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<sup>34</sup>[https://www.scribd.com/doc/114890879/Prepreke-u-komunikaciji\(23.04.2018., 22.30\)](https://www.scribd.com/doc/114890879/Prepreke-u-komunikaciji(23.04.2018., 22.30))

communication about social advance between person with conservative attitudes and person with progressive attitudes, or communication between religious person and atheist about God and universe. Obstacles in understanding are created from individual differences in connotative word meaning. When it is about words for describing of activity or physical objects, can exist significant differences. When physical worker says he work a lot, that means something else from same sentence said by a student. Word “food” means one thing for someone who leaves poorly (it means beans, potato or bread), and other thing for someone who is gourmet or leaves in galore. Even larger differences are possible at word meaning symbolizing social phenomenas or relations. Difference in meaning of some words can arise even when there isn't different thinking or points of view on social phenomenas, but hereupon some terms content is complexed, and one interlocutor thinks of one and other of some else aspect of the phenomena.

- Influence of unconscious and partially conscious mechanisms. Prejudice we have about specific person or person category can lead to that their statements are given different meaning from the meaning they are giving to their own words and the ones received from person without prejudice. Similar is with expectations as well. If there are prejudice toward some group members, value of ideas and prepositions said by member of that group will not be noticed or will be undervalued, while opinion of appreciated person will be overvalued.

- Confuse and unadequate presenting of messages. Bad, unclear and wrong argued exposition can easily be misunderstood or wrongly accepted. There is possibility that correct idea is not understood or accepted because it was presented by wrong arguments or through usage of unadequate terms, because instead of important, highlight was on irrelevant moments, and there was lack of words or expressions describing specific things. Opposite situation can occur as well: to accept something which in fact is not correct, to adopt argument which is meaningless, just because it is presented in interesting and attractive way. That kind of presentation should be marked as inadequate.

- Lack of communication channel. Although, there exists possibility for information receiving, to establish communication or demand for explanations, real possibility for that does not exist. When some authority manager asks: “Is there any complaints?”, probably no one will say anything. About this sort of obstacle in communication can be spoken when ever only one side gives information or interpretation of some event, and there isn't any other information or different interpretation, also relevant about matter discussed, or there isn't opportunity to demand explanations.

From aspect of obstacles about communication participants need to accentuate lack of interest and bad motivation for communication. Hardest partners in communication are people, who are not interested in subject or interlocutors, who from some reason must be involved communication process. Formal presence to situation and uninterested listening affect motivation and activity of communicator, because of that, communication is reciprocity process and communicators communicate not only on rational, but also on emotional level. Lack of interest for communication means distancing from the process and weak reflexion. It is connected with condition of desperation and boredom, which loses sense of contacts and lowers chance for its full application. At barriers of this kind, messages are transferred through communication channels, but communication goals are practically not implemented<sup>35</sup>.

## CONCLUSION

Human beings need is communication. Most people have needs to, in shortest period of time I more precise, get answer to questions. Not rarely answer will come faster than cognitive device allow it. Therefore usual reaction, that on verbal provocation (question), intellectual frame immediately becomes mobilized in the act of answer search. Outcome of that is – interaction plays significant role in business communication. Wrong choice of words and disrespect of interlocutor can cause lack of interest of persons toward who message was send. From the other side proper expression and interpretation during business negotiations leads to success in communication.

There aren't indiscreet questions, it can only be answers from which business communication, unlike daily communication, demands more proactive content “reading”.

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<sup>35</sup>Бојков, В., Бојков, Д., Ђорђевић, С. Препреке у пословном комуницирању у време перентезе, Marketing, Macedonian International Journal of Marketing, br. 8. 2018.

Business communication is skill, and skills can be learned. Older people still advice younger ones when they are going to a meeting to “think first, and talk later” and “to open ears so they can hear well, before they say something”.

Concequences of bad interaction are reflected through agresivity (attack on other person to damage it), rumours (accepting and transferring untrue facts, sometimes spontaneous, and sometimes on purpose), prejudice (process of generalization some of characteristics of one person is given to entire group) and conforming (readiness to accept attitudes and opinions of others, without justified reason).

Finally we can say that without correct expression, there isn't successful public performance.

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