

Magda Francisca Cejas Martinez<sup>1</sup>  
Edith Josefina Liccioni<sup>2</sup>  
Myriam Elizabeth Murillo Naranjo<sup>3</sup>  
Derling Jose Mendoza Velazco<sup>4</sup>

## BUSINESS MANAGEMENT: COMMUNICATION AS A KEY COMPETENCE<sup>5</sup>

*The research relevance is predefined by the importance of communication as a necessary competence of process management in the enterprise. The main aim is to analyse the key principles of building communications in the management of business processes of modern enterprises. The results were obtained to illustrate the importance of building communication both within the enterprise, regardless of its affiliation to a particular area of business. The interrelation of social, technical, and managerial components of the communication system within a single enterprise, determines communication in general. The practical significance lies in the possibility of their use in the construction of business, based on a high-quality task setting for all participants of the communication process, tracking the overall level of its perception and execution. Keywords: business environment; management sector; competitive advantage; professional contacts; corporate culture; counterparties  
JEL: D83; J53; M14*

### 1. Introduction

The research problem is the need to scientifically justify the importance of communication as a working competence, the mastery of which is necessary to build effective business process management of a modern enterprise. Communication in a business environment is the key to the successful functioning of any company. It is necessary for precise planning of employees' activities, coordination of all processes of modern enterprise and formation of its development perspectives. Communication as an effective competence in business management is necessary to ensure compliance with all partnership agreements and to successfully cooperate with customers and business partners. A key aspect of communication

<sup>1</sup> Magda Francisca Cejas Martinez, PhD, National University of Chimborazo, University of the Armed Forces ESPE.

<sup>2</sup> Edith Josefina Liccioni, PhD, National University of Chimborazo.

<sup>3</sup> Myriam Elizabeth Murillo Naranjo, PhD, National University of Chimborazo.

<sup>4</sup> Derling Jose Mendoza Velazco, PhD, Technical University of Manabí.

<sup>5</sup> This paper should be cited as: Martinez, M. F. C., Liccioni, E. J., Naranjo, M. E. M., Velazco, D. J. M. (2024). Business Management: Communication as a Key Competence. – *Economic Studies (Ikonomicheski Izsledvania)*, 33(3), pp. 160-180.

as an effective business management competence is the process of information transfer. This concerns the interaction between actors within a given enterprise, but also the building of communication in the context of the relationship between the enterprise itself and its external environment. The quality and timeliness of information transfer is of key importance in this context, as it determines the ultimate effectiveness of communication, in terms of managing the business and solving all its objectives (Shcherban et al., 2022).

B. Sahihtiri et al. (2020) in a joint research study looked at options for unlocking solutions in knowledge-intensive businesses specialising in business services. According to scientists, today's business service markets around the world are extremely competitive, which necessitates the provision of effective business management solutions based on communication building. This will provide additional business management opportunities and investment in the competencies needed to maintain the ability to solve customer problems in a quality manner. For their part, D. Koponen et al. (2019) study on sales and business management competencies point out that the steadily increasing demands on international sales have placed high demands on the interpersonal communication of sales professionals. According to the researchers, the quality of communication in business management is inextricably linked to the quality of interpersonal communication among sales and management personnel (Kerimkhulle et al., 2023).

Moreover, Z. Wang et al. (2021) in a joint scientific study of several problematic aspects of business innovation application in the construction of enterprise management processes draw attention to the fact that business evolution is impossible without building an effective communication model of interaction between all its parts. According to scientists, communication as an effective working competence in business management is necessary at all stages, as otherwise, it is impossible to build corporate management of customers and staff. B. Yang et al. (2023) in their study of several problematic aspects of the artificial intelligence systems application in the management of a particular company draws attention to the fact that in recent years AI has become increasingly popular in the business environment. In particular, the authors point out that the use of such systems (in particular, the use of chatbots to communicate with customers) requires a high degree of technical literacy of personnel to keep them up and running (Kassenova et al., 2020). This causes additional difficulties and does not always lead to the desired results.

I. H. A. Alqudah et al. (2022) study considered several problematic aspects of improving the quality of enterprise HR management by improving the quality of communication between employees. According to the researchers, today employee readiness for change is extremely important for the organisation of numerous initiatives in the enterprise. In this context, improving the quality of communication among employees enhances their emotional commitment and readiness for transformation, which will benefit the management of the enterprise (Abudaqa et al., 2019).

The research aims to examine the basic principles of building effective communication as a key component of business management.

## **2. Materials and Methods**

The methodological approach in the research is based on a combination of separate theoretical study methods of general communication process construction principles for business management. The theoretical basis of this research is the analysis of results of several scientists from different countries (Ukraine, Kazakhstan, China, Thailand, Poland) who studied various aspects of communication as an effective competence in business process management of modern enterprise and in terms of building its relationship with the external environment.

The systematic analysis of the general principles of communication design and implementation in the business process management system of a modern enterprise allowed to establishment of several key varieties of communication as a business management competence. This allowed us to establish the key elements of the communication system of the enterprise of any business area, as well as to determine their properties and characteristics. In this case, a systematic analysis of the key aspects of building communication as an effective business management competence implied the study of processes of information transfer-reception both within the enterprise (between its employees, and representatives of various hierarchical levels) and in its external environment (counterparties, suppliers, customers, etc.). This provided the basis for the creation of a communicative interaction model for the employees of the enterprise, based on a communication starting point (communication event). In addition, the definition of the key elements of the communication system of the enterprise, as well as their properties and characteristics, allowed us to establish the main components of the business management system based on communicative interaction and redistribution of information flows.

The synthesis method of information obtained during system analysis allowed to develop a general communication model of business management. This model includes several constituent components that determine the effectiveness of business process management both within an individual enterprise and in the context of interaction with the external environment. In addition, the use of the synthesis method of information obtained using the scientific research method described above made it possible to determine the order and patterns of information exchange between the components of the communication management system. The directions of information flow to be received and transmitted during the construction of the process of interaction of the components of the developed business management model are established. This is necessary to create a coherent system of understanding the importance of building communication interaction on the scale of an individual enterprise and in terms of assessing the effectiveness of business management.

The combination of the above-mentioned methods in the research allowed the develop a theoretical model of business management, functioning based on incoming and outgoing information flows, regulating the main aspects of doing business. This allowed obtaining objective data on the general principles of building a communicative exchange of data and information between the individual entities within the enterprise and building the management of these processes. In addition, certain aspects of the interaction of the enterprise with the external environment in the context of business management were highlighted. The data obtained were used to create a theoretical assessment of the impact of communication

as an effective working competence in business management in the configuration of communication processes within a single enterprise.

### 3. Results

Building effective communications in business management is a mandatory part of the interaction between the different levels of the enterprise hierarchy. This is attributable to the fact that the effectiveness of human resources management in any business enterprise is in direct proportion to the quality of the communication processes within the business structure (Chen et al., 2020). Poorly constructed communication channels result in wasted working time to solve various problems, complicate the prospects of getting the desired result, and cause numerous conflicts and other unpleasantness. At the same time, effective and professional internal communications enhance the enterprise management process, which in turn reduces the undesirable time wasted on the "adjustment" of employees and provides a smooth process of interaction with the changes introduced by the enterprise personnel. If an enterprise quickly and effectively establishes all necessary communication links, its response to changes in the labour market is significantly accelerated, the quality of customer service of the enterprise increases, and the motivation of the staff increases significantly (Kulikanova and Raklova, 2018).

Communication, as an effective working competence in business management, is fundamentally a process of transferring certain information from the sender to the receiver. In this case, the adequacy of the recipient's understanding of the information conveyed is determined by how well the sender articulates and communicates it. The next stage in the perception of the information is the clarification of details and the active discussion of the information. The final stage is the call to action. The success of the communication depends on whether the recipient's behaviour and attitude towards a particular issue or range of issues changes (Kussainova et al., 2018).

Business management communications can come in several varieties. They can be divided according to the level of formality into:

- formal, involving the exchange of information between groups or individuals, with communication aimed at discussing a range of issues that are within their professional sphere of competence;
- informal, involving communication between friends and acquaintances as well as colleagues who work in the same company.

Informal communication does not necessarily follow the ethics and relationship rules of the corporate culture of an individual enterprise. Corporate culture is a set of shared values, practices, and beliefs that govern how people behave in organizations. It has a pervasive impact on employees' interactions and the ways they interpret information from their environment. It sets the tone for the relationships among employees, management, and the outside world. It is also an important aspect of an enterprise's identity, often distinguishing one company from another.

In the context of communication, corporate culture plays a key role. Communication styles, norms, and channels often stem from the corporate culture that an organization cultivates. For instance, an enterprise with a culture of openness and transparency is likely to encourage open dialogue, utilize collaborative platforms, and promote two-way communication. Conversely, a culture that values hierarchy and formality may rely more on structured, one-way communication channels. However, the relationship between corporate culture and communication is mutual.

While corporate culture can shape the way communication is conducted within an organization, the patterns of communication over time can also influence the development of corporate culture. For example, regular communication of company values and vision can gradually build a culture that embodies these ideals. In order to cultivate a positive and productive corporate culture, it's important for businesses to recognize the role of communication. By promoting effective, respectful, and open communication, businesses can foster a corporate culture that drives engagement, collaboration, and ultimately, success.

Formal communication is divided into the following types:

- horizontal – set up between groups of people or individuals at the same level of the corporate hierarchy;
- vertical – either 'top-down' or 'bottom-up' in the corporate hierarchy and are designed to communicate current tasks and problems to the staff, as well as to report on progress to management and discuss plans.
- diagonal – involves communication between individuals or groups from different levels and functional areas within the organization. This form of communication allows for a more direct exchange of information, bypassing the traditional hierarchy (Bosak, 2020).

Furthermore, there is a division into specific types of communication in a company, regardless of its affiliation to a particular business area:

- interpersonal, which involves building a communication process between individuals in whatever ways are available to them;
- inter-group, which involves building a communication process between groups of at least three people.

Building horizontal communication within an enterprise involves setting up uniform information exchange systems and electronic document management, as well as supporting and encouraging all horizontal communication measures in any way possible. This allows each employee to form an unbiased image of the corporate culture and values. At the same time, building internal intergroup communications, along with flexible external communications, opens additional business opportunities in human resources management and the development of corporate culture, which generally determines the sustainability of a business (Cabanelas et al., 2023).

To build effective vertical communication within a single enterprise, it is advisable to conduct anonymous surveys of departing employees. This will make it possible to identify the main problematic points of interaction between representatives of different groups in the system

hierarchy of the enterprise and to develop a set of measures to overcome existing problems. In this case, the expected result is to build effective vertical communication between representatives of different hierarchical groups of the enterprise, based on the fullest satisfaction of the tasks and needs of each of the groups involved in the communication process.

Implementing diagonal communication effectively within an organization requires a thoughtful and nuanced approach. The aim is to create direct lines of communication that cross different levels and departments, enhancing the flow of information and ideas. This could involve facilitating cross-functional project teams, implementing innovative digital collaboration tools that allow for easy and instant communication across the organization, or setting up routine interdepartmental meetings where employees from different levels and functions can exchange ideas and discuss common challenges. These strategies can help to foster a culture of collaboration and transparency, breaking down silos, and enabling quicker decision-making. However, care must be taken to ensure that diagonal communication respects existing lines of authority and responsibility, and does not lead to confusion or conflicts. Therefore, the implementation of diagonal communication should be accompanied by clear guidelines and potentially training to ensure all members understand their roles within this structure (Bosak, 2020).

In interpersonal communications, the context of the issues discussed may contain an element of secrecy in the case of business and highly specialised communications. This may be a discussion of new technologies or strategic development decisions made by the company. In intergroup communications, the context of the discussion can vary considerably, depending on the topics raised. It is mainly a question of familiarising the staff with current innovations or discussing the results achieved. Communication within the individual enterprise must be provided with all the necessary resources, technologies and other building blocks that are required for effective internal communication. Although these elements are variable and the order in which they are assembled tends to vary considerably, it is worth highlighting the main ones.

The importance of the social communication component as a business management competence lies in the impossibility of achieving full automation of the information exchange process, both inside and outside the enterprise. The enterprise personnel will have a direct influence on the quality and efficiency of communication as long as they process the information they receive. In this context, the level of training of the staff of the enterprise and their ability to use the information technology at their disposal (Nino et al., 2020) is essential. In addition, the psychological characteristics of the employees, their level of communication, as well as the quality of social interaction within teams and the ability to solve tasks, should also be considered.

Building effective communication as a working competence in business management involves studying the organizational structure of the enterprise, and the features of its management system, as well as considering the features of the existing communication system (Lakomý and Alvarez-Galvez, 2022). Unlike one-way communication, where information flows in a single direction without any feedback from the recipient, two-way communication involves an interactive exchange of information. In this process, the recipient responds to the message, providing feedback that helps to ensure the message is understood

correctly. This exchange can take place in meetings, conference calls, emails, social media interactions, and any other platform that allows for both the sending and receiving of information.

**Table 1. The elements of a company's communication system and their main features**

Social components		Technical components	
Elements	Properties	Elements	Properties
Staff training (general professionalism)	Education, professional experience, results of vocational tests, inclination to self-education	Necessary equipment	Number of networked computers and their models used, load level,
Personnel training in information technology	Level of computer proficiency, knowledge of programming languages, proficiency in software packages, knowledge of operating systems	Necessary software	Quantity, types, cost, safety, effect of application, digestibility
Psychological qualities and peculiarities	Ability to learn, ability to adapt quickly, understanding of corporate values, openness, responsibility, initiative, ability to work in a team	Communication channels	Types, load level, bandwidth, performance, security level, likelihood of failure, noise level
Social interaction peculiarities	Conflict level, concentration, diligence,	Communication networks	Types, security level, sufficiency
Informational components		Management components	
Elements	Properties	Elements	Properties
Internal information equipment	Access time, usage range, ways to access databases,	Management functions	Planning accuracy, motivational responsibility, quality control, responsiveness to system failures
External information equipment	Speed and cost of access, level of information provision	Management ways	Uniformity of information distribution, speed of response to redundant information, clarity of hierarchy, level of information access restrictions

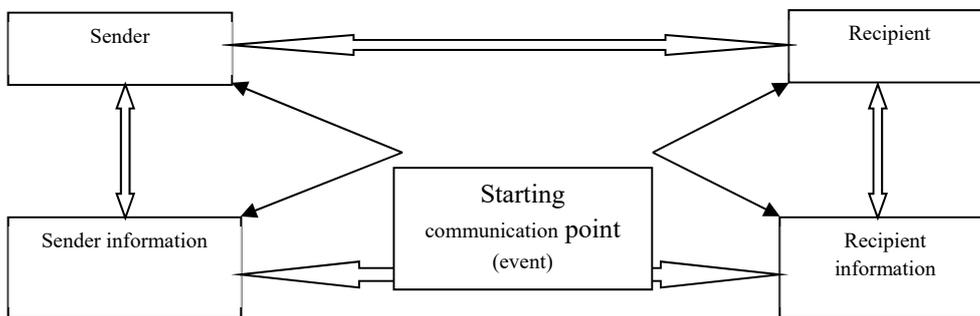
Source: A. O. Bosak (2020).

Two-way communication is essential for a myriad of reasons. It encourages employee engagement, fosters a culture of transparency, promotes a sense of belonging, and allows for better problem-solving. Employees feel valued and motivated when they realize their inputs, thoughts, and feedback are welcomed and considered. In such a communicative atmosphere, they are more likely to actively participate in the problem-solving process, offer innovative ideas, and express their thoughts more openly.

Further, two-way communication provides a platform for continuous learning and development. Employees not only gain insights into the business's strategic direction but also benefit from feedback on their performance. This ongoing interaction empowers them to develop their skills and grow in their roles, which boosts their engagement and commitment to the organization. In the two-way communication process, both parties listen to each other, share information, ask questions, and clarify doubts. This continuous exchange promotes a deeper understanding of each other's perspectives, expectations, and constraints. It ensures that everyone is on the same page, aligning the team's efforts towards common goals.

Such mutual understanding fosters collaboration, as teams become more aware of their interdependencies and the value of collective effort. By discussing ideas and problems openly, they can find effective solutions together, improve coordination, and streamline their activities. However, it's essential that businesses establish norms and guidelines for constructive feedback and open dialogue, to ensure this communication is effective and respectful (Bosak, 2020). In general terms, the model of communication interaction with the exchange of information between entities acting as individual parts of the corporate environment of the enterprise is presented in Figure 1.

**Figure 1. A Communication Model for employee interaction in a company**



*Source: compiled by the authors*

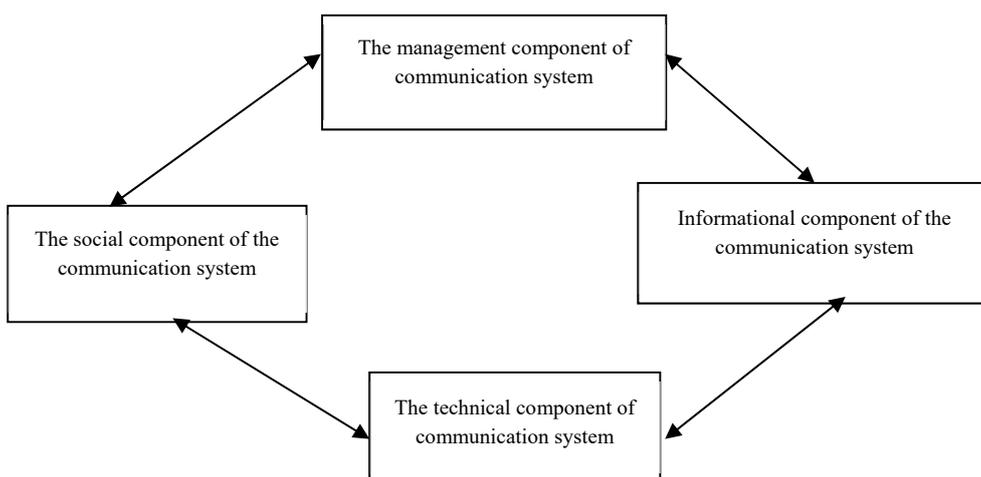
This model reflects the main aspects of information transfer in the communication interaction of enterprise employees. The communication event in this context is the starting point of this process, which determines the sequence of formation of the information message from the sender to the recipient and its overall direction. The sender's information comes into direct contact with the recipient's information, after which a common perception of the communication event (starting point) is formed by the participants in the process.

The communication system of business management will not be sufficiently effective unless the staff of the enterprise are prepared to receive and process a significant amount of information, against the background of creating a favourable psychological background and a certain loyalty of the management team. Ideally, communication implies the implementation of a model in which the management, when preparing orders and communicating information, uses the simplest, most understandable, and correct forms. All decisions made in the context of the application of communication as an effective business management competence should be based on reliable information which fully corresponds to reality is presented promptly to the heads of all divisions of the enterprise and is communicated in an accessible form to rank-and-file employees.

The communication system within a particular business is a combination of interrelated components that ensure the effective exchange of information within the enterprise and with its environment. This system should distinguish the constituent components that represent equivalent business management subsystems: management, information, technical and social (Bosak, 2020). Their interaction is built on the exchange of incoming and outgoing information flows, containing all data describing the sequence of business management.

Figure 2 shows a flowchart of the communication model of business management, based on the effective interaction of incoming and outgoing information flows.

**Figure 2. Communicational business management model**



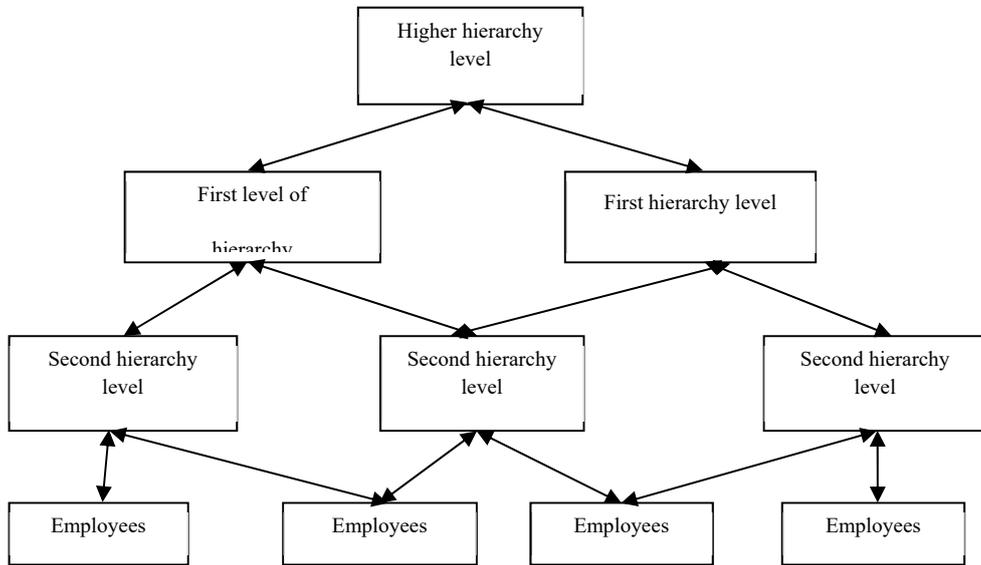
*Source: compiled by the authors*

The management component of the communications system includes public relations, preparation and launch of product advertising, and reporting of transactions as inbound information flows. The outbound information flows include management technology, experience with management operations, and developed competencies in dealing with counterparties.

The information component of the communication system includes information about the enterprise's products as incoming information flows and information about markets, the supply advantages of competing enterprises, and the legal framework in this area as outgoing information flows. The technical component of the communication system includes information on the software, hardware, communication channels and information technology used as inbound information flows and information on service, software, and maintenance as outbound information flows. The social component of the communication system includes information on labour legislation, labour markets and incentives as incoming information flows, as well as information on customer and counterparty loyalty and feedback on the company's performance as outgoing information flows (Terkenli et al., 2022).

Figure 3 illustrates the sequence of information transfer within a functioning communication management model.

**Figure 3. The information transfer within the communication model of governance**



*Source: compiled by the authors*

The sequence of information transmission within a communication management model involves its movement in two directions: from the upper hierarchical level of the enterprise to the lower level and back. Each level of the enterprise hierarchy is responsible for the quality and timeliness of information transfer, as well as its understanding.

Thus, the communication-based business management model, as a working competence of this process, implies the organic interaction of the four above-mentioned components, in the context of ensuring the effective exchange of information. In this context, communication with the external environment is an important aspect, as advertising the enterprise's products, and ensuring sustainable contact with counterparties and suppliers of raw materials (for manufacturing enterprises) are necessary for the effective management of the business and its success in general. These issues need to be addressed in business management regardless of the specific scope and scale of the enterprise.

#### **4. Discussion**

D. Wongsansukcharoen and D. Thaweepaiboonwong (2023), in a joint research study, examined the extent to which innovations in building effective workplace communication affect business management. According to scientists, technological innovations in human resource management (HRM) are now being actively implemented around the world. Human resource management is recognised as an important factor for ensuring business success and increasing the effectiveness of enterprises, and communication is an indispensable element

of the management process. It is necessary to attract charismatic employees and to increase staff cohesion, which should be recognised as an important competitive advantage (Khushvakhtzoda, 2023). This view is consistent with the findings of this research, highlighting the authors' assessment of team cohesion as an important competitive advantage today.

D. T. W. Wong and E. W. T. Ngai (2021) examined a range of environmental, economic, and organisational opportunities for business sustainability. The authors note that business sustainability issues are attracting increased attention in industry and academia. According to the researchers, building sustainable and effective communication in business management is a prerequisite for business development in the medium and long term. At the same time, it requires a significant amount of time and effort from all the actors involved in this process to create sustainable communication links within the enterprise and with its counterparties (Zaki and Ab Hamid, 2021). The scientists' opinion is fully supported by the results obtained in this research, as it is emphasized that communication is a prerequisite for building a business.

Q. Lu et al. (2023) considered several problematic aspects of enterprise functionality under dynamic changes in the foreign economic situation. The researchers note that the business environment has a positive impact on the relationship between the dynamic development capabilities of the enterprise and its productivity. According to the researchers, all these factors are based on effective communication both within the enterprise, among its employees, and externally – with all its counterparties. This underlines the importance of communication as an effective working competence in business management (Danchuk et al., 2015). The findings of the researchers are fully supported by the results of this research, in the context of the effectiveness of building communication between the employees of an enterprise. However, the impact of the business environment on enterprise perspectives requires further study.

B. Szkudlarek et al. (2020) considered several problematic aspects of communication as part of the culture of modern international business. In their opinion, the culture of communication is central to the business environment, regardless of whether it is international communication or the communication of representatives of enterprises in a particular country. Scholars note the fact that the understanding of the phenomenon of communication as an effective business management competence is inextricably linked to issues of intercultural interaction between individual actors, from the point of view that communication processes involve representatives of different cultures and ethnic groups. The results obtained by the researchers coincide with the results of this research, with the issues of intercultural interaction of actors belonging to different ethnic groups in the context of ensuring effective communication between them requiring further research.

Q. Wang et al. (2020) have examined a wide range of issues related to assessing the role of emotions in business communication processes. The researchers point out that multinational enterprises experience certain difficulties in building communication because they include different language groups. The introduction of a common language in such an enterprise may prove to be an effective solution to such communication problems. To build up efficient communication as a management competence, it is, however, necessary to consider the

reactions of employees to the imposed standardisation of communication within the enterprise. This will help to avoid the discontent of individual groups, which can lead to communication problems. The scholar's opinion is consistent with the results obtained in this research study. This opens the prospect of exploring several aspects of intercultural interactions among employees in multinational enterprises.

M. Elnahaas et al. (2022) addressed the issues of internal management of enterprises and the role of communication in this process. They argue that the issues of internal management are inextricably linked to the problems of increasing profitability and enhancing the overall corporate culture. They conclude, based on the experiences of several Asian banks, that certain internal governance mechanisms (based on boards of directors and audit commissions) can improve the overall quality of earnings management and ensure better communication within the enterprise. The results reported by the scholars do not contradict those obtained in this research, but the relationship between the level of corporate culture and corporate profitability is of considerable interest and should be further explored.

At the same time, E. Popkova et al. (2021) considered several issues of corporate social responsibility in conditions of social distancing and communication building in enterprises during quarantine restrictions due to the COVID-19 pandemic. The scientists believed that the competitiveness of the economy, which is largely based on the competitiveness of individual enterprises, is based on the ability of these enterprises to build effective communications, both internal and external. This opinion is fully supported by the results obtained in this study, as it emphasizes the objective need to build effective communications in the operation of the enterprise. However, the impact of COVID-19 quarantine restrictions on the corporate culture of enterprises requires further detailed research.

L. An et al. (2022) addressed several innovations in enterprise management. The scientists point out that with the rapid pace of development of the modern economy, the value of knowledge in building effective communication is becoming increasingly significant. The authors conclude that communication, as an effective business management competence, is essential for disseminating knowledge in the enterprise and enhancing its ability to innovate (An, Chua, Islam, 2022). The researchers' opinion fully correlates with the results reported in this research paper, as they emphasize the importance of effective communication in enhancing an enterprise's ability to innovate.

A. Abbasi and A. Jaafari (2018) examined how project management has evolved as a scientific discipline, in the context of the prospects for managing a single enterprise. The scientists point out that project management issues are often considered in terms of finding specific methods of solving management problems, so universal that they can be applied in the management of a single enterprise of any business direction. Following the authors, the origins of modern project management are closely linked to the quantitative research of planning methods, as well as to the application of techniques for establishing effective communication between all project participants. The findings do not contradict the results of this research, but the relationship between project management techniques and planning requires further research in the context of the impact of effective communication on this relationship.

N.F. Richter et al. (2023) conducted a joint scientific study of intercultural competence in the context of reconciling theoretical constructs and empirical indicators of communication development in business management. According to scientists, in the last few years, there has been an increase in intercultural cooperation and communication development both within enterprises of different business lines and at the level of building relationships between individual companies. It is noted that the relevance of these concepts is not in doubt in business management research, which demonstrates the essential importance of effectively structured communication for business process management. The scientists' conclusion is consistent with the results obtained in this research as it emphasizes the importance of building effective communication between individual companies in building quality business relationships.

Thus, the results of this research in the context of their analytical comparison with the results that have been obtained by other researchers of the problems of building communication as an effective working competence in business management have demonstrated their fundamental correspondence in several key parameters. This is evidence of the scientific validity of the results of this research and the feasibility of their practical use in the development of a communication model of effective business process management.

## **5. Conclusions**

A clear correlation between the communication interaction of employees in any business enterprise with the success of the business was established in the research. Any communication involves the transfer of information from senders to receivers, who are both employees of the enterprise and external counterparties. Achieving a common perception of the communication event (the starting point of communication) by all participants is necessary to ensure the proper management of the business. The quality of perception of information by all participants in the communication process is of paramount importance for the effective management of the enterprise and the success of the business.

Building communication as an effective working competence in business management involves creating a management model based on a set of communication system components. These components include the management component of the communication system, as well as the information, technical and social components. The organic interaction of these components ensures the high quality of information transfer within the enterprise, as well as in the external environment. This involves the effectiveness of management information exchange processes with the enterprise's contractors, suppliers of raw materials and components and other subjects of the external business environment. In this case, the effectiveness of communication in business management lies in the proper structuring of information exchange as well as in preventing undesirable information leaks. The accuracy of information transmission, its reliability and the ability of senders and receivers to convey and understand it correctly are also important.

The prospects for further research into the study of communication as an effective business management competency lie in the need for more accurate, scientifically based information regarding the relationship between the level of established communication and improved

business performance. This is necessary to create effective business models in various areas of activity that involve the construction of communication interaction between all hierarchical parts of the enterprise involved in this process.

## References

- Abbasi, A., Jaafari, A. (2018). Evolution of Project Management as a Scientific Discipline. – *Data and Information Management*, 2(2), pp. 91-102. <https://doi.org/10.2478/dim-2018-0010>.
- Abudaqa, A., Almujaani, H., Hilmi, M. F. B. (2019). HRM practices as determinates of the employee intention to stay: The moderating effect of transformational leadership: A case of higher education institutes in UAE. – *Humanities and Social Sciences Reviews*, 7(5), pp. 1087-1096. <https://doi.org/10.18510/hssr.2019.75145>.
- Alqudah, I. H. A., Carballo-Penela, A., Ruzo-Sanmartin, E. (2022). High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. – *European Research on Management and Business Economics*, 28(1), 100177. <https://doi.org/10.1016/j.iedeen.2021.100177>.
- An, L., Chua, A. Y. K., Islam, M. A. (2022). Knowledge management and innovation. – *Data and Information Management*, 6(3), 100018. <https://doi.org/10.1016/j.dim.2022.100018>.
- Bosak, A. O. (2020). Constituent elements of the enterprise's communications system and their characteristics. – *Bulletin of the National University "Lviv Technical University"*, 4, pp. 16-22. <https://ena.lpnu.ua:8443/server/api/core/bitstreams/70ad7df6-fc10-47e8-a3fe-4fec62fd7d39/content>.
- Cabanelas, P., Rarkhurst, G., Thomopoulos, N., Lampon, J. E. (2023). A dynamic capability evaluation of emerging business models for new mobility. – *Research in Transportation Business & Management*, 47, 100964. <https://doi.org/10.1016/j.rtbm.2023.100964>.
- Chen, R. R., Davison, R. M., Qu, C. X. (2020). A symbolic interactionism perspective of using social media for personal and business communication. – *International Journal of Information Management*, 51, 102022. <https://doi.org/10.1016/j.ijinfomgt.2019.10.007>.
- Danchuk, V. D., Kozak, L. S., Danchuk, M. V. (2015). Stress testing of business activity using the synergetic method of risk assessment. – *Actual Problems of Economics*, 171(9), pp. 189-198.
- Elnahaas, M., Salama, A., Yusuf, N. (2022). Earnings management and internal governance mechanisms: The role of religiosity. – *Research in International Business and Finance*, 59, 101565. <https://doi.org/10.1016/j.ribaf.2021.101565>.
- Kassenova, G., Zhamiyeva, A., Zhildikbayeva, A., Doszhan, R., Sadvakassova, K. (2020). Digitalization of the company's financial resources (by the example of Air Astana JSC). – *E3S Web of Conferences*, 159, 04021. <https://doi.org/10.1051/e3sconf/202015904021>.
- Kerimkhulle, S., Saliyeva, A., Makhazhanova, U., Kerimkulov, Z., Adalbek, A., Taberkhan, R. (2023). The input-output analysis for the wholesale and retail trade industry of the Kazakhstan statistics. – *E3S Web of Conferences*, 376, 05023. <https://doi.org/10.1051/e3sconf/202337605023>.
- Khushvakhzoda, K. (2023). Increasing the competitiveness level with the help of management reporting at the agricultural sector enterprises. – *Scientific Horizons*, 25(12), pp. 113-121. [https://doi.org/10.48077/scihor.25\(12\).2022.113-121](https://doi.org/10.48077/scihor.25(12).2022.113-121).
- Koponen, J., Julkunen, S., Asai, A. (2019). Sales communication competence in international B2B solution selling. – *Industrial Marketing Management*, 82, pp. 238-252. <https://doi.org/10.1016/j.indmarman.2019.01.009>.
- Kulikanova, Zh.U., Raklova, E.M. (2018). The role of communication in the management of an organization. – *Bulletin of the Innovative Eurasian University*, 2, pp. 92-99. [http://vestnik.ineu.edu.kz/files/articles/old/article\\_481.pdf](http://vestnik.ineu.edu.kz/files/articles/old/article_481.pdf).
- Kussainova, A., Rakhimberdinova, M., Denissova, O., Taspenova, G., Konyrbekov, M. (2018). Improvement of technological modernization using behavioral economics. – *Journal of Environmental Management and Tourism*, 9(7), pp. 1470-1478. [https://doi.org/10.14505/jemt.v9.7\(31\).11](https://doi.org/10.14505/jemt.v9.7(31).11).
- Lakomý, M., Alvarez-Galvez, J. (2022). Formation of the quality of life index in Western and Eastern Europe within the sociological context. – *European Chronicle*, 7(3), pp. 30-43.
- Lu, Q., Meng, X., Su, J., Ming, A. A. K., Wu, Y., Wang, C. (2023). TMT functional background heterogeneity and SMEs' performance: The role of dynamic capabilities and business environment. – *Journal of Business Research*, 160, 113807. <https://doi.org/10.1016/j.jbusres.2023.113807>.

- Nino, H.A. C., Nino, J.P.C., Ortega, R. M. (2020). Business intelligence governance framework in a university: Universidad de la costa case study. – *International Journal of Information Management*, 50, pp. 405-412. <https://doi.org/10.1016/j.ijinfomgt.2018.11.012>.
- Popkova, E., Delo, P., Sergi, B. S. (2021). Corporate Social Responsibility Amid Social Distancing During the COVID-19 Crisis: BRICS vs. OECD Countries. – *Research in International Business and Finance*, 55, 101315. <https://doi.org/10.1016/j.ribaf.2020.101315>.
- Richter, N. F., Schlaegel, C., Taras, V., Alon, I., Bird, A. (2023). Reviewing half a century of measuring cross-cultural competence: Aligning theoretical constructs and empirical measures. – *International Business Review*, 13, 102122. <https://doi.org/10.1016/j.ibusrev.2023.102122>.
- Shcherban, T., Terletska, Y., Resler, M., Ostapiuk, N., Morhun, A. (2022). Empathic Features of Conducting Negotiations in an Entrepreneurial Environment. – *Review of Economics and Finance*, 20(1), pp. 406-416. <https://doi.org/10.55365/1923.x2022.20.48>.
- Siahtiri, V., Heirati, N., O`Cass, A. (2020). Unlocking solution provision competence in knowledge-intensive business service firms. – *Industrial Marketing Management*, 87, pp. 117-127. <https://doi.org/10.1016/j.indmarman.2020.02.010>.
- Szkudlarek, B., Osland, J. S., Nardon, L., Zander, L. (2020). Communication and culture in international business – Moving the field forward. – *Journal of World Business*, 55(6), 101126. <https://doi.org/10.1016/j.jwb.2020.101126>.
- Terkenli, T. S., Goulimaris, D., Latinopoulos, D. (2022). The Competition for Demand for Tourism Products in the Mediterranean Region of the European Union in the Context of Coronavirus Infection (2020-2021). – *European Chronicle*, 7(4), pp. 14-22.
- Wang, Q., Clegg, J., Gajevska-De Mattos, H., Buckley, P. (2020). The role of emotions in intercultural business communication: Language standardization in the context of international knowledge transfer. – *Journal of World Business*, 55(6), 100973. <https://doi.org/10.1016/j.jwb.2018.11.003>.
- Wang, Z., Li, M., Lu, J., Cheng, X. (2021). Business Innovation based on artificial intelligence and Blockchain technology. – *Information Processing & Management*, 59(1), 102759. <https://doi.org/10.1016/j.ipm.2021.102759>.
- Wong, D. T. W., Ngai, E. W. T. (2021). Economic, organizational, and environmental capabilities for business sustainability competence: Findings from case studies in the fashion business. – *Journal of Business Research*, 126, pp. 440-471. <https://doi.org/10.1016/j.jbusres.2020.12.060>.
- Wongsansukcharoen, J., Thaweepaiboonwong, J. (2023). Effect of innovations in human resource practices, innovation capabilities, and competitive advantage on small and medium enterprises' performance in Thailand. – *European Research on Management and Business Economics*, 29(1), 100210. <https://doi.org/10.1016/j.iedeen.2022.100210>.
- Yang, B., Sun, Y., Shen, X-L. (2023). Understanding AI-based customer service resistance: A perspective of defective AI features and tri-dimensional distrusting beliefs. – *Information Processing & Management*, 60(3), 103257. <https://doi.org/10.1016/j.ipm.2022.103257>.
- Zaki, H. O., Ab Hamid, S. N. (2021). The Influence of Time Availability, Happiness, and Weariness on Consumers' Impulse Buying Tendency Amidst Covid-19 Partial Lockdown in Malaysia. – *Jurnal Pengurusan*, 62, pp. 81-90. <https://doi.org/10.17576/pengurusan-2021-62-07>.