

Managerial Communication in Corporate Organizations

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Abstract

This paper analyzes different forms and dimensions of managerial communication typically used in the business world. The article discusses diverse aspects and variables that are the outcomes of the effective communication. To explore the possible implications of business communication has been the primary purpose of this paper. Effective communication among salespeople, managers, and directors is vital for fostering relationships and ensuring that all aspects of a business, like finance and marketing, align with its goals. Personal interactions have shown that frequent communication is essential for business survival and growth; proficient communicators can negotiate successfully and sell ideas and products. Entrepreneurial success is closely tied to strong communication and negotiation skills, which influence employee productivity and customer satisfaction. The exploration reflects in exponential growth of entrepreneurs who use communication forms effectively and purposefully. They often exhibit traits such as responsibility, risk management, and commitment, and their ability to communicate well can lead to enhanced market outreach and brand establishment. Managerial communication is crucial for information exchange among employees, promoting collaboration and achieving organizational objectives effectively. The research has employed the qualitative research design to analyze the contents on the managerial communication. By using information from secondary sources, the researcher has spotted the research gap so far in the paper.

Keywords: Managerial communication, sales communication, conflict resolution, collaboration, productivity

Introduction

Managerial communication serves as a vital mechanism for fostering leadership within corporate organizations, acting as a source of power and control for high-profile figures across various institutions. This form of communication not only facilitates the connection among employees in a charismatic manner but also plays a crucial role in retaining control and leadership within the organizational structure. Furthermore, effective communication can be likened to the blood supply of organizations, essential for maintaining vitality and coherence among teams. By leveraging communication strategically, organizations can

enhance their leadership capabilities and create a more cohesive work environment. To build teams and to sustain, they need communication including four forms: verbal, non-verbal, visual, and written communications. These forms of communication help both managers and leaders to manage resources and people respectively.

Behaviors and habits are expressed effectively through different channels of communication. The better managerial leaders can communicate the more effective their positions and roles can be perceived in organizations in general and in corporate organizations in particular. To strengthen relationships among the employees at all levels demands communicative skills among all levels of leadership. For example, if a CEO cannot communicate properly with the juniors and other directors of broad, s/he can fail to manage and lead their respective manners. Alvina Sholihah Mutiara et al. (2024) have stated the power to communicate with respondents including customers is essential for increasing sales. The salespersons that are good at communicating the message excel in sales as they can interact properly. The sellers need to have competence in understanding attitudes and perceptions of the customers in face-to-face conversations. Sellers are likely to lose trust and may lose business in case they fail to communicate well with the customers. The impact of communication in all zones of business including sales, marketing, finance, customer satisfaction, team work, collaboration among business partners, internal and external factors and segments of the company.

Materials and Methods

This paper has been designed based on the qualitative data drawn from secondary sources. The approach has been critical and analytical. The materials used in crafting the paper come from personal observations and empirical learning in the classroom setting at both graduate and postgraduate levels. Besides, the research has been exploratory and descriptive as the key variables of communication are demonstrated verbally. The data are reliable as the cause and effect relationship is exhibited so far.

Review of Literature

Communication functions as if it were blood supply in corporate organizations. Employees at all levels seek for positive vibes and efficiency and effectiveness in their performance. They often use diverse channels to convey information to other for ensuring work to be done timely with minimum efforts and resources. The studies by different scholars have highlighted the significance of managerial communication in business.

Sholihah et al. (2024) have underscored the role of communication in insurance industry. In their observation, the existence of new insurance companies encourages other companies to improve the quality of their marketing services so that they can compete with these

companies to achieve the goals they have set so far. One of the quality services that insurance companies must employ is good communication skills. Communication is at the cutting edge of competition, and agents must have excellent communication, knowledge, and ability to achieve company's collective goals. The skills of managers and employees in conducting various forms of communication with prospects and clients influence whether a company can achieve its goals. Lack of communication with prospects can lead to a decline in corporate image. Therefore, managers and employees need to possess art of communication when connecting with customers. Lack of communication is likely to affect the sale of insurance products. Therefore, insurance freelancers must be able to understand needs and desires for building prospect trust in insurance products.

A salesperson's ability to understand prospects verbally and nonverbally and to convey enthusiasm and confidence has become essential in face-to-face interactions. The freelancers need customer trust to build a successful relationship. Communication skills can help salespeople to clearly convey the message they want to convey to customers. Communication that is not done face-to-face does not require special skills. When communication occurs indirectly or indirectly face-to-face, the seller's ability to understand prospects non-verbally becomes difficult to do. Sellers cannot know customers' interest by their attitude, but only verbally. Sellers cannot show confidence and enthusiasm when communication does not happen face-to-face. Besides, prospects can judge whether a freelancer is trustworthy by observing their body language and oral communication. However, it is difficult to understand the seller when only words are heard (Sholihah et al., 2024, p. 1335).

Agus and Hassan (2010m p. 110) have analyzed the importance of human capital in determining the performance of small and medium-sized enterprises by proposing and testing a conceptual model of the structural influence of entrepreneurial leadership, communication skills, decisiveness and motivation and its impact on non-economic and economic performance, namely sales and customer satisfaction. For these scholars, entrepreneurs must have the necessary characteristics to withstand difficulties that arise in the process of starting a business. Entrepreneurs are determined people who are ready for change. Commitment and determination significantly inspire entrepreneurs. Entrepreneurs derive both inspiration and ability to overcome incredible obstacles and significantly compensate for other weaknesses. Indeed, entrepreneurs live under intense and constant pressure from starting a business to surviving and growing it. A new business needs the entrepreneur's utmost attention: time, emotions, patience and loyalty. An entrepreneur's level of commitment can be measured in several ways including willingness to invest a significant portion of one's net worth into business, willingness to accept a pay cut because

one would end up owning a significant share of business, and through other significant sacrifices related to lifestyle. Commitment is expressed through communication. On top of that, it enables entrepreneurs to sort out the problems and challenges faced during the business growth.

Yohitha S and J.N.V. Raghuram (2020, p. 1966) have highlighted the relationship between sales and communication. Salespeople do not only sell products but also provide valuable responses to customer problems. Indeed, suppliers act as consultants or experts and provide individual solutions. This role needs salespeople to be proficient in technology and communications. Communication functions as a tool for salespeople, starting with making a reservation over the phone, convince them to visit the demonstration category to ensure demonstration, gathering feedback from students and parents, and finally closing the sale. Having the flexibility to answer questions and provide solutions from seniors and students leads to strong relationships between sellers and buyers.

In their perspectives, organizational success and performance depend on the consistency of communication processes among employees. Their study demonstrates differences between teams that can be confusing and misleading within organizations. Various models are considered, including traditional communication, online communication, and just-in-time communication (S & Raghuram, 2020, p. 1969).

Antônio Alexandre de Medeiros Lira et al. (2019, p. 2) have demonstrated the intertwined relationship between salespeople and communication. How communication affects sales has been the focal aspect of their research. They assert that salespeople are the point of contact between a company and its customers. Therefore, they must be well prepared to utilize their communication resources to promote their products while expressing the company's personality. They have added that salespeople not only need to be mindful of the message they communicate, they also need to pay special attention to how they communicate it. Most companies believe that commendable communication promotes a positive image and increases trust in their services. Managers and professionals need to consider proactive resources for communication, including: Knowledge of the subject matter, sufficient vocabulary and objectivity in speech. This shows that care has been taken to demonstrate safety and technical understanding of the subject matter. Communicative skill is a powerful tool for salespeople at all levels including managers, and sales consultants to build up relationship and to excel in their respective business.

Their study shows that communication resources have a positive impact pertaining to objectivity of speech and knowledge of the topic. Those who had these two communicative attributes were found with a median score of 10.00. These items were followed by

appropriate vocabulary/syntax/pronunciation, posture, eye contact when speaking, and creativity and preparation (median 9.00). The mean score for voice pitch, breathing, voice projection, speaking rate, and appropriate microphone use was 8.00 (Lira et al. (2019, p. 3).

While communication plays an important role throughout the sales process, our findings show that salespeople first ensure they have the knowledge they need to sell a product. Therefore, the communicators need to know all the characteristics, functions, and value of their product in the market. Using appropriate vocabulary and necessary terminology is also a strategy to demonstrate better product knowledge and provide more positive and consistent results. Besides, salespeople need to avoid bias and criticism and show respect to buyers, thereby building trust in the buyer-seller relationship (Lira et al. (2019, p. 9).

A sales team's ability to adapt to a changing environment is critical to retaining customers and engaging them in purchasing products. Sales is the only element of the transformation process that seeks to combine external capabilities with internal advantages. The effectiveness of your sales team will only increase when the necessary information is communicated, proper marketing monitoring is carried out, and accurate information is available based on market needs. However, simply releasing information to your team is not enough. The team must also have the right skills to use the information and communicate it to customers in a highly accurate and truthful manner. Therefore, an important skill set for salespeople is the communication skills necessary to properly convey information to the right customers at the right time (S & Raghuram, 2020, p. 1968).

Good communication when entering a company motivates sales personnel, encouraging them to learn about the company's culture and practices that eventually provides them useful information about the product and the market. Therefore, an effective business introduction plays a crucial role in business activities. Another important issue in the employee communication process is the details of the goals set and the clarity of job expectations. A workplace culture can be stable and effective when employees understand what the company expects and what its goals are. Hence, the communication to employees related to job expectations and objectives set are critical for a better sales process. Their study has shown that person who is communicating also plays a major role in this process and the effectiveness of communication (S & Raghuram, 2020, p. 1970).

Lee (2009) explains in her research how group communication affects team performance. However, she has investigated the complexity and impact of group scope on performance. She has also described how to examine group profiles to determine implications for explaining differences in communication scores. After all, her research has exhibited that 1) the conditions of verbal communication become important to team effectiveness; 2) the

team's communication interest profile, and 3) the only communication profiles that can be associated with detected team performance progress are. She examined the relationship between communication and cluster performance.

A study by Zalewska (2016) focused on the importance of communication between employees and managers within an organization. It implied that the success of an organization and the performance of the organization hugely depend on the consistency of the communication process among employees. His study has highlighted differences between teams that can create confusion and mislead in organizations. To explore this, he has considered various models, including traditional communication, online communication, and just-in-time communication.

William et al. (1985) have posited that communication styles are three-dimensional and focus on task, self, and interaction orientation. Salespeople who adopt this style are very task-oriented and place a high value on efficiency, time, and effort. Another is that style has more to do with the seller's personal goals. They addressed how increasing task and interaction orientation can increase sales. Based on these parameters, these scholars investigated the differences in achieved sales and assessed the importance of communication style in sales.

Results

Communication with salespeople, managers and even board of directors has been found significant as it helps to cement the relationships among all stakeholders by updating them about ongoing affairs in corporate organizations. It also keeps all variables including finance, marketing, production, sales intact with the spirited goal of the company. Personal communication with salespeople, managers and CEOs have been undertaken to assess the impact of communication on business growth. It has been found that all of them have asserted that without proper and frequent communication, business cannot survive in general and none of the entrepreneurs can grow exponentially without commendable and effective communication. Communication empowers employees and leaders to stay confident and modest when negotiating with the customers. They can assert their views without letting anyone down. The situation of win-win becomes possible provided that the salespeople and managers are proficient at communicating through appropriate channels including face-to-face conversations, TV interviews, and even social media where videos or writing inspirational lines can help to connect to the prospects.

Good communication and negotiation skills enable entrepreneurs to sell their ideas to acquire more resources or sell their products and services to improve sales efficiency. Leadership, communication skills, determination, and motivation positively impact on

productivity in corporate organizations. Communication—one of the most indispensable entrepreneurial qualities significantly impacts sales and customer satisfaction. Companies with excellent business performance and high customer satisfaction demonstrate higher levels of entrepreneurial qualities, such as excellent communication and negotiation skills, decisiveness, and leadership.

On top of that, successful business people exhibit characteristics such as a desire for responsibility, a preference for moderate risk, confidence in their ability to succeed, organizational skills, a focus on success over money, a high degree of commitment, flexibility, and tenacity. This study focuses on the intertwining relationship between business personality imbued with communicative skills and negotiation skills that do not only help increase business but also establish a company's brand. Meanwhile, entrepreneurship theory requires consideration of the individual characteristics of people making entrepreneurial decisions.

Entrepreneurs need to explore new ideas for their business in order to survive and grow in today's ever-changing world. To do so effectively, they must excel in communicating with the people around. Their communication skills and negotiation skills qualify them to outreach the traditional market and can help expand their business through exponential sales of products and services. After all, for exceptional business, communication skills including speech delivery, active listening, non-verbal language, business letters, memorandum, leaflets, brochures etc. become instrumental in affecting connections within and beyond the company. Entrepreneurs can hold centric positions in deals when they can express themselves well. On top of that, they can sell their ideas and products. For negotiations to be effective, numerous independent factors must be considered. Entrepreneurship requires endless negotiation, the ability to overcome obstacles, the ability to inspire others to action, and the risk of losing what they really want.

Managerial communication embodies diverse steps that communicators need to go through for comprehensive transmission of information. It empowers conveyors to exchange information, ideas, and messages within an organization to achieve the collective goals effectively and efficiently. Indeed, it functions as the lifeblood of any promising enterprise that ensures the right to information for every personnel in an organization. The more informed employees perform better and would stay committed to their responsibilities. Collaboration gets easier due to the regular and appropriate communication of the objectives set by the company so far. It eases the process of meeting the target for the team members. On top of that, effective managerial communication builds strong relationships with the stakeholders at all levels within and beyond the company.

Business leaders and executives communicate to exchange information and to leave an indelible impression on stakeholders such as customers, partners, and the employees who work for them. They usually focus on the purpose of communication. When communicating with the technical team, they highlight dimensions, approaches, methods, tolerances, materials, and performance of the team members. Similarly, when communicating with design team changes, they emphasize on dimensions, aesthetics and functionality. Business leaders share their vision, plans, goals, and strategies with the teams engaged in translating the dream seen by the company. Thus, business leaders and managers focus on expenses, revenue, profit, cash flow, debits, and credits when communicating with their finance teams. They often inform investors about their vision, innovation, improvisation of products and services, growth rates, value creation, and sustainability strategies while attracting investors. They often share similar things with their customers. However, they continue to actively engage with customers on innovation, customer value, and sustainability. Strategies and tactics for innovation and creation need to be shared among the collaborators as a big dream of corporate organization cannot be translated at an individual level. Indeed, it requires collective endeavors and diverse talents that are possible when explored by the leaders by communicating with the associates.

Leaders and managers use verbal and written skills to communicate effectively. They follow a system for successful oral communication. The main skills they demonstrate in oral communication are voice quality, active listening, correct eye contact and respectful body language, careful attention, open-ended questions, and logical planning. Similarly, they emphasize writing skills such as standard grammar, sentence structure, spelling, and writing style. These skills help them maintain standard language proficiency when communicating with stakeholders such as customers, business partners, team members, and company promoters.

Managers and leaders strive to meet expectations and needs of the public especially prospects by communicating with them appropriately and completely. Business leaders typically follow the C6 formula:

Comprehensive	The managers and leaders check whether their sentences are understandable or not. They focus on the message delivery and reception which are possible when the readers or audiences can understand. Comprehension should be the focal aspect of communication.
Complete	All the sentences and paragraphs must be complete. When the sentences are in their full-fledged versions, they look commendable and sound comprehensive.
Cohesive	Whatever the communicators communicate must be interconnected and united. The unified versions of expressions either written or spoken can

	make deliberate senses to the audiences.
Congruent	When words, phrases, and sentences delivered through any channels are compatible with each other, they convey clear uncontroversial messages. Therefore, leaders and managers are mindful of congruence and endeavor to maintain in their communication.
Concise	More information must be delivered through few words, phrases, and clauses for concision. Excellent communicators underscore this aspect in their expressions.
Considerate	In corporate world, managers and leaders stay considerate about their co-workers, co-partners, customers, and competitors as well. They respectfully communicate with all of the stakeholders because they excel in the art of managerial communication. Staying courteous increases the possibility of both growth and success.

Discussion

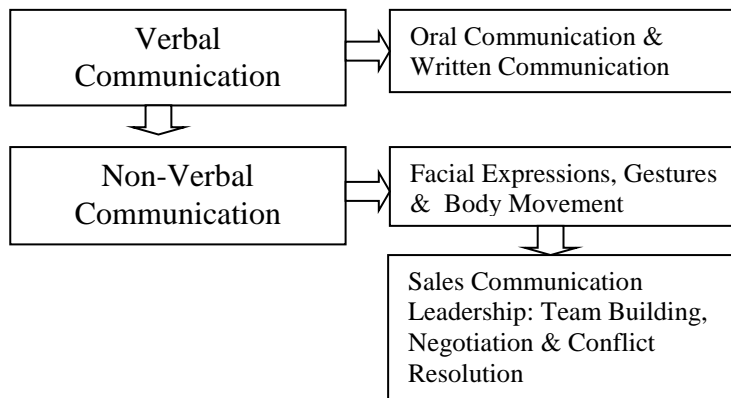
The study has explored the wide and pervasive uses of managerial communication in corporate organizations in particular and in business in general. The managerial leaders need to be proficient at presentations pertaining to the annual reports and sharing business plans with the team members. Provided that they fail to communicate through either writing or oral, they cannot be able to lead the team and direct them for possible actions and executions of the ideas and policies of the company. Moreover, they must be able to communicate to the prospects and business allies for moving forward to maturity of deals. Communication has proven as a reliable tool to transactional activities. On top of all these, the consumers should be able to get convinced with the concept and they need to adapt to the new behavior that is possible only the indispensable messages are communicated properly. The communication skills play a major role in the effective and efficient sales process in this new market as well. Market expansion is essential for growth and collective success. When people hold managerial, leadership and sales positions, they need to master the art of communication forms including verbal, non-verbal and visual for exponential growth.

The impact of managerial communication reflects in coordination, decision-making, employee morale, conflict resolution and innovation and creativity. The more proficient the business leaders are at managerial communication, the better they can facilitate coordination among different departments, teams, and individuals. Meanwhile, effective communication can help synchronize among all activities and job holders for mitigating conflicts and duplications.

Effective decision-making by business leaders is heavily reliant on clear communication, which fosters a culture of transparency and trust within the organization. When leaders engage in open dialogue with employees, it not only boosts employee morale but also encourages a sense of belonging and commitment to the organization's goals. Furthermore,

effective communication plays a crucial role in conflict resolution, allowing for the identification and addressing of issues before they escalate, thereby maintaining a harmonious workplace environment. Additionally, promoting open communication among employees can lead to increased innovation and creativity, as individuals feel more comfortable sharing their ideas and collaborating, ultimately driving the organization forward.

Conceptual Framework



Communication encompasses various types, including verbal, oral, written, and non-verbal communication. Verbal communication involves the use of spoken or written words to convey messages, while oral communication specifically pertains to the spoken aspect, allowing for immediate feedback and interaction. Written communication, on the other hand, relies on the written word, facilitating documentation and reflection. Non-verbal communication is equally significant, as it includes facial expressions, gestures, and body movements that can enhance or contradict verbal messages. Together, these diverse forms of communication create a comprehensive framework for effective interaction and understanding.

Effective sales communication is essential in fostering managerial communication, as it lays the groundwork for building cohesive teams and facilitating successful negotiations. The ability to convey ideas clearly and persuasively directly impacts team dynamics, influencing not only collaboration but also conflict resolution. In workplaces where communication is prioritized, the likelihood of misunderstandings decreases, allowing for a more harmonious environment. Furthermore, the strategic use of communication techniques can significantly mitigate conflicts, ensuring that differing perspectives are addressed constructively. Ultimately, the interplay between communication and conflict management is critical for maintaining productivity and morale within teams.

Conclusion

The paper has investigated into the existing contents on communication and its forms. It has concluded that communication is crucial for corporate organizations for operation,

execution, and collaboration. Managerial communication proceeds from the business leaders committed to exponential growth in this global context. Without effective communication, the relationships between management, sales wing, and customers cannot be strengthened. Managerial communication must be clear between sales employees and clients, both vertically and horizontally, to boost the number of sales, which ultimately raises revenue. These online tutorial firms must set themselves apart through their live interaction courses. Therefore, to become a market leader, salespeople need to possess a robust communication style that enables them to stay organized and elevate sales to new levels. Effective managerial communication is crucial for facilitating coordination among departments, enabling informed decision-making, boosting employee morale, resolving conflicts, and fostering innovation. It synchronizes efforts towards common goals, provides timely information for strategic choices, builds a positive work culture, addresses misunderstandings, and promotes a creative environment for idea sharing and incessant enhancement.

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