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THE ROLE OF BUSINESS COMMUNICATIONS IN THE MANAGEMENT EFFICIENCY OF MODERN ENTERPRISES

Abstract

The paper is devoted to the study of the role of business communications in ensuring the effectiveness of management in modern enterprises under conditions of digitalization, globalization, and increasing competition. The aim of the research is to identify the impact of the quality of business communications on managerial effectiveness and to substantiate appropriate managerial mechanisms. In contrast to existing predominantly descriptive approaches, the study focuses on revealing cause-and-effect relationships between communication parameters (transparency, feedback quality, channel richness) and key management outcomes, including decision-making speed and quality, productivity, and organizational adaptability.

The theoretical framework integrates the theory of media richness, the sensemaking perspective, and the concept of communication climate, which enables a comprehensive explanation of how communication processes influence managerial performance. Based on this synthesis, the paper develops a conceptual SEM model that reflects the structural relationships between communication quality, digitalization of communication channels, communication climate, and management effectiveness through a system of mediating variables, such as uncertainty reduction, information exchange speed, and employee engagement.

The study provides a detailed analysis of the key elements of business communications, including verbal and non-verbal communication, information technologies, communication channels, active listening, and feedback mechanisms. Particular attention is given to the role of digital communication tools and platforms in enhancing the efficiency of information exchange and supporting hybrid forms of work. The findings demonstrate that different types of communication (formal and informal, internal and external, vertical and horizontal) possess both advantages and limitations;

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therefore, their combined and context-dependent use ensures the highest level of management effectiveness.

It is substantiated that effective communication systems significantly improve decision-making quality, increase employee productivity and motivation, strengthen corporate culture, and enhance relationships with clients and partners. Moreover, communication plays a critical role in reducing uncertainty, supporting innovation, and ensuring organizational resilience and sustainable development.

The scientific novelty of the study lies in the systematization of the factors influencing business communications and in the development of a conceptual model that integrates communication environment parameters with management performance indicators. The practical significance of the results consists in the possibility of applying the proposed approaches to optimize communication systems in enterprises in order to enhance management efficiency and strengthen their competitive advantages in the modern business environment.

Keywords: enterprise, management, business communications, efficiency, innovations
JEL Classification: M10, D83, M12, M15, M14

Introduction

The study of the role of business communications in the effectiveness of managing modern enterprises is highly relevant and driven by significant changes in business practices under conditions of globalization, rapid development of information technologies, and increasing market competition. Contemporary enterprises operate in a dynamic environment in which the speed and quality of information exchange are critical factors for effective management. Well-established communication processes within the company and with its external stakeholders contribute to effective coordination, enabling enterprises to respond promptly to market changes, implement innovations, and achieve strategic objectives.

Effective management of modern enterprises increasingly relies on the use of digital technologies to ensure continuous and high-quality communication processes. The use of various online platforms, information management systems, and analytical tools has become an essential component of organizational activities. At the same time, underestimating the role of communication may lead to errors in decision-making, internal organizational conflicts, and the loss of competitive advantages.

Business communications represent an important strategic instrument necessary for achieving success in today's business environment. They are based on the principles of transparency, openness, and effectiveness, which support organizational resilience and sustainable development within the contemporary economic landscape.

In the modern dynamic business environment, characterized by constant change, intense competition, and rapid technological advancement, organizational

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stability and resilience have become key factors in achieving success and ensuring long-term development. In this context, effective communication plays a crucial role, as it not only ensures internal coherence among all components of an organization but also facilitates its external relationships with partners, clients, and other stakeholders. Communication influences every aspect of enterprise functioning, from managerial processes and decision-making to the formation of corporate culture and organizational reputation.

Clear, transparent, and well-structured communication at all levels of the organization contributes to reducing uncertainty and risks, thereby enhancing the enterprise's adaptability and readiness for change. Today, successful enterprises recognize that only through effective and strategically planned communication can they ensure resilience, strengthen their market positions, and achieve sustainable long-term development.

Despite a significant amount of research in the field of organizational communications, a number of unresolved issues remain in the modern scientific literature. In particular, the mechanism of the influence of the quality of internal business communications on the efficiency of enterprise management in the conditions of digitalization and hybrid forms of employment remains insufficiently studied. Existing approaches are mainly descriptive in nature and do not provide a comprehensive explanation of the cause-and-effect relationships between communication parameters and the effectiveness of management decisions.

The scientific contribution of this study is the formation of a conceptual model of the influence of business communications on the efficiency of management of modern enterprises, which integrates the parameters of the communication environment (transparency, quality of feedback, channel saturation) with effective management indicators (speed of decision-making, productivity, error rate). This study therefore examines the interrelationship between communication processes and sustainable management practices, as well as their impact on the resilience and adaptability of modern enterprises.

Purpose, subject and research methods

In the scientific literature, the issue of the role of communication and its influence on the efficiency of modern enterprises has been widely examined by both foreign and domestic scholars. In particular, the problems of communication development and management have been addressed in the works of such researchers as D. Bell (2021), A. Giddens (2016), A. Hliebova (2021), V. Kravchenko (2021), V. Kralia (2016), H. Lasswell (2016), V. Orel (2016), E. Toffler (2021), N. Germaniuk (2021), Zh. Krysko (2016), and others. Communications represent a key element within a modern enterprise that connects its internal environment with the external one, thereby enabling organizations to function effectively in the contemporary business environment.

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The theoretical basis of the study is based on the integration of three key scientific approaches that explain the mechanisms of the influence of business communications on management effectiveness: the theory of media saturation, the theory of sensemaking and the concepts of internal communications and communication climate.

1. The theory of media saturation, proposed by Richard L. Daft and Robert H. Lengel (1986), is one of the basic concepts in the study of organizational communications. It is based on the assumption that different communication channels have different abilities to transmit information, which the authors define as «media richness».

According to this theory, the effectiveness of communication depends on the degree of correspondence between the complexity of the management task and the ability of the selected channel to transmit multi-valued information (Daft, R. L., & Lengel, R. H., 1986). For example, complex, ambiguous management situations require the use of more "saturated" communication channels (face-to-face interaction, video conferencing), which provide immediate feedback, transmission of non-verbal signals and personalization of messages. Instead, simple tasks can be effectively solved through less saturated channels, such as email or text messages. In the context of modern digitalization, the theory of media saturation has been expanded through the concept of channel expansion theory (Carlson, J. R., & Zmud, R. W., 1999), which takes into account user experience and the level of technological maturity of organizations, which is especially relevant for analyzing the role of digital communications in increasing the efficiency of enterprise management.

The study by Dennis, Valacich and Fuller (2008) substantiates that the effectiveness of communication is determined not only by the choice of channel, but also by the level of its synchronicity, which should correspond to the type of task (convergence or convergence), which directly affects the quality of management decisions. At the same time, Leonardi, Huysman and Steinfield (2013) prove that the implementation of corporate social media transforms communication processes, increasing transparency, knowledge accessibility and the level of employee interaction, which contributes to the growth of organizational effectiveness (Leonardi, P. M., Huysman, M., & Steinfield, C., 2013).

2. The theory of sensemaking, developed by Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. (2005), considers communication as a key process of shaping organizational reality and interpreting events in conditions of uncertainty. Within this approach, organizations are treated as systems that constantly «construct meaning» through interaction between employees.

The main idea is that communication acts as a tool for reducing uncertainty through collective interpretation of information. In complex and dynamic environments (typical of modern enterprises), it is effective communication

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processes that allow us to coordinate actions, form a common vision of the situation, and make informed management decisions.

As K. Weick emphasizes, the sensemaking process is socially conditioned and is based on the exchange of meanings, not just information. Accordingly, the quality of communication directly affects the organization's ability to adapt to change, which is a key factor in management effectiveness (As K. Weick, 2005).

3. The concept of internal communications and communication climate.

Modern research in the field of organizational behavior and HRM confirms that management effectiveness largely depends on the quality of internal communications and the communication climate in the organization. Communication climate is defined as a set of characteristics of the information environment, including the level of trust, openness, transparency, and psychological safety (Men & Bowen, 2017).

A high level of communication climate contributes to the formation of trust between employees and management, increases the level of staff involvement, and improves the quality of task performance (Men, 2014).

Sandberg and Tsoukas expand on the sensemaking approach by emphasizing that organizational understanding is formed through continuous communication practices that allow for the interpretation of complex and uncertain situations and ensure consistency of action (Sandberg, J., & Tsoukas, H., 2015). Research shows that transparency of communications and quality feedback are key determinants of organizational effectiveness and productivity (Clampitt, DeKoch, & Cashman, 2000). At the same time, Welch and Jackson argue that the effectiveness of internal communications depends on their adaptation to different stakeholder groups, and a structured communication approach contributes to increased employee involvement and organizational performance (Welch, M., & Jackson, P. R., 2007). In addition, internal communications play an important role in shaping corporate culture, coordinating the activities of departments, and ensuring the consistency of strategic and operational decisions. In today's conditions of digital transformation of organizations, their importance only increases, as they ensure the integration of distributed teams and support for hybrid work formats.

At present, this research topic remains highly relevant and insufficiently explored, as issues related to information exchange in the modern business environment are constantly evolving, while communication mechanisms continue to change and improve in accordance with the needs of enterprises.

The research on the topic focuses on examining the influence of effective communication processes on managerial decision-making, employee productivity, organizational culture, and the overall development of an enterprise. In this context, метою дослідження є виявлення впливу якості бізнес-комунікацій на ефективність управління сучасними підприємствами та обґрунтування відповідних управлінських механізмів.

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To achieve the goal, the following research questions were formulated: how do the parameters of internal communications affect the management results of the enterprise; which communication channels provide the greatest efficiency in modern conditions of digitalization and what role do information technologies play in improving the quality of management.

Based on theoretical analysis, the following research hypotheses were formulated:

H1: the quality of internal communications has a positive effect on the effectiveness of management decisions;

H2: the use of digital communication channels increases the speed and accuracy of management;

H3: the transparency of the communication environment has a positive effect on personnel productivity.

The methodological basis of the study is the methods of theoretical generalization, system analysis, comparison and logical modeling, which allowed to form a conceptual model of the influence of business communications on the effectiveness of enterprise management.

Results of the research

Business communications constitute an integral component of managerial processes within modern enterprises. Effective communication contributes to organizational development, enhances employee productivity, stimulates innovation, and enables companies to respond promptly to changes in market conditions. It encompasses all levels of the organization: from internal interactions among employees to external engagement with partners and clients.

Among the key elements of business communication, several fundamental components can be identified, including: verbal communication; nonverbal communication; information technologies; communication channels; active listening; feedback.

These elements not only facilitate the exchange of information but also create the conditions necessary for building trust, cooperation, and productivity within an organization. In this context, it is important to understand how the effective use of these components can improve both internal and external communication processes, enhance managerial effectiveness, and support the development of competitive advantages.

The generalization of the analysis made it possible to form a conceptual SEM model of the influence of business communications on the efficiency of enterprise management (Fig. 1).

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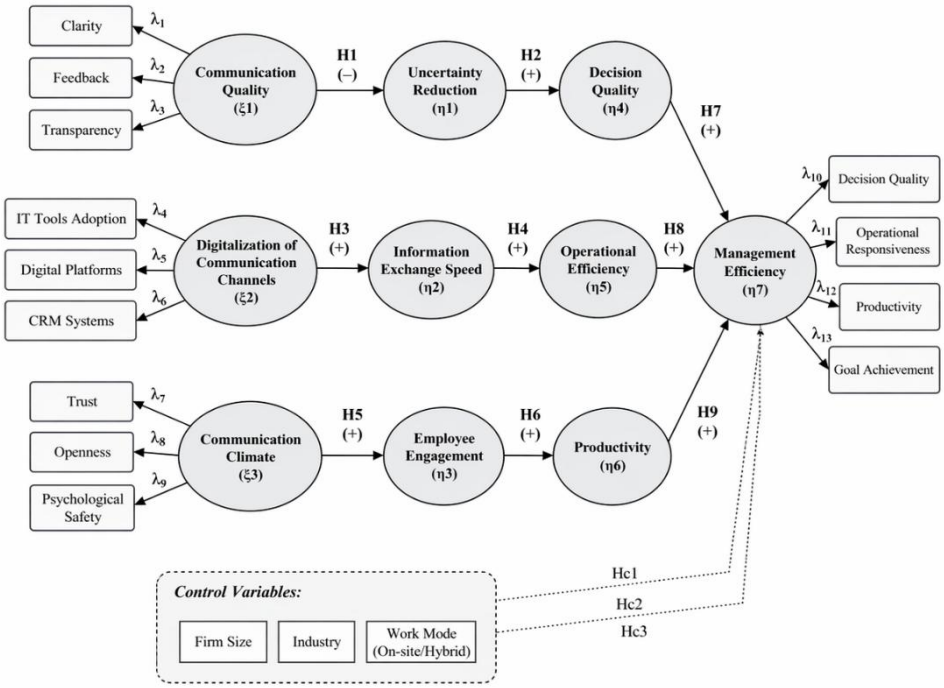

Figure 1. SEM model of the impact of business communications on management effectiveness
Source: developed by the authors

The proposed structural model (SEM) reflects the cause-and-effect relationships between the key components of business communications and the performance indicators of modern enterprise management.

Within the model, three exogenous latent variables are identified: Communication Quality, Digitalization of Communication Channels and Communication Climate. Each of these variables is operationalized through the corresponding indicators. In particular, communication quality is measured by the indicators of clarity, feedback quality and transparency. Digitalization of communication channels is represented by the level of use of IT tools, digital platforms and CRM systems. Communication climate includes such characteristics as trust, openness and psychological safety.

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Endogenous variables of the model are represented by sequential mediators that reflect the mechanism of transformation of communication factors into management results. Thus, the quality of communication affects the Uncertainty Reduction, which, in turn, increases the quality of Decision Quality. Digitalization of communication channels contributes to the increase in the speed of Information Exchange Speed, which has a positive effect on Operational Efficiency. At the same time, the communication climate determines the level of employee engagement, which directly affects Productivity.

All of these outcome variables are integrated into the final latent construct: management effectiveness, which reflects the aggregate result of the impact of business communications and is measured through indicators such as decision-making quality, responsiveness, productivity, and achievement of strategic goals.

The model assumes both direct and indirect (mediation) effects, which allows for a comprehensive assessment of the impact of communication processes on management effectiveness. It is expected that all main relationships in the model are positive, except for the impact of communication quality on the level of uncertainty, which is negative, i.e., increasing communication quality reduces uncertainty.

In addition, the model includes control variables such as enterprise size, industry affiliation, and work organization format (offline/hybrid), which allows for increased accuracy in assessing structural relationships.

Thus, the proposed SEM model demonstrates that management effectiveness is formed through the complex influence of structural (technological) and behavioral (socio-psychological) parameters of business communications, which operate through a system of interconnected mechanisms.

Verbal communication in business represents a key instrument for successful interaction among employees, partners, clients, and other stakeholders. It encompasses all forms of oral and written information exchange, including meetings, negotiations, presentations, business correspondence, and telephone conversations. Messages should be clear and concise and should avoid unnecessary information. In a business context, time is a valuable resource; therefore, it is essential to convey ideas briefly and precisely. The ability to listen to an interlocutor is no less important than the ability to speak. Active listening helps prevent misunderstandings and fosters an atmosphere of mutual respect. It is also important to control the tone of voice, speech tempo, and intonation, as these factors influence how messages are perceived. Nonverbal signals, such as eye contact or gestures, can reinforce or modify the meaning of verbal communication.

Equally important in business communication is the consideration of cultural characteristics of the interlocutor. Communication practices vary across countries and cultures, and adherence to communication etiquette facilitates the establishment of trusting relationships. Communication should therefore be not

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only informative but also persuasive. This is particularly significant during negotiations and presentations, where it is necessary to encourage the interlocutor to support a specific decision or course of action.

At the same time, nonverbal communication represents a form of interaction that conveys information without the use of words. It includes a variety of nonverbal signals such as gestures, facial expressions, posture, vocal tone, eye contact, and other forms of body language. Nonverbal communication may complement, emphasize, or even contradict verbal messages, which makes it highly significant in communication processes.

Gestures represent an important signal within nonverbal communication. Different movements of the hands and body may have specific meanings and are often used to reinforce or illustrate spoken messages. For example, open palms may signal honesty and openness, whereas closed gestures may suggest defensiveness.

Facial expressions are another powerful form of nonverbal communication. Emotional expressions conveyed through the face, such as smiles, frowns, surprise, or joy, can communicate more information than words alone.

Posture is also significant. The way a person stands or sits may indicate their mood, level of confidence, or attitude toward the interlocutor. For instance, an open posture signals confidence, whereas a slouched posture may indicate insecurity or fatigue.

Eye contact also plays an important role in communication. Sustained eye contact may indicate interest, trust, and confidence, whereas avoiding eye contact may create an impression of discomfort or lack of sincerity.

Personal space and the distance between interlocutors can likewise influence communication. Excessive proximity may be perceived as a violation of personal boundaries, while excessive distance may signal detachment.

Intonation and tone of voice, although elements of verbal communication, can significantly alter the meaning of spoken words. For example, a rising tone at the end of a sentence may signal curiosity or uncertainty.

In the business environment, nonverbal communication plays a particularly important role. The ability to interpret the nonverbal signals of partners or colleagues can enhance mutual understanding, facilitate effective negotiations, and contribute to the development of positive professional relationships. Research indicates that nonverbal cues often play a decisive role in how information is perceived and may even influence decisions regarding cooperation or trust.

Information technologies (IT) play a crucial role in modern business as an important communication channel. They enable rapid, convenient, and efficient information exchange. Through the use of IT, businesses can significantly expand the scale of their operations, reduce costs, and enhance communication efficiency.

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The main communication channels enabled by information technologies in business and their characteristics are presented on the Figure 2.

Email remains one of the most widespread and efficient means of information exchange in business communication. It enables the transmission of messages, documents, and other files over any distance, thereby facilitating professional interaction regardless of the geographical location of the participants involved.

Messaging applications and chat platforms also play a significant role in modern communication processes. Tools such as Slack, Microsoft Teams, Telegram, Viber, WhatsApp, and Signal allow users to exchange messages and documents instantly, organize group chats, and create collaborative workspaces. These functions considerably simplify internal communication within organizations and support effective coordination among employees.

In addition, platforms such as Zoom, Google Meet, and Microsoft Teams enable the organization of virtual meetings, negotiations, and presentations with participants located anywhere in the world. These technologies reduce the need for physical meetings, thereby saving both time and organizational resources. Internal corporate platforms designed for information exchange are also highly effective for coordinating employee activities, sharing ideas, and addressing common challenges within organizations.

Document management systems (CMS) and project management systems (PM) further enhance communication efficiency. These systems allow for the centralized storage, editing, and collaborative use of documents, which significantly facilitates the management of large volumes of data. Tools such as Asana, Trello, and Jira enable teams to collaborate effectively on projects, monitor progress, and track deadlines, thereby improving communication regarding work processes. Customer relationship management (CRM) platforms, including Salesforce and Bitrix24, assist organizations in communicating effectively with clients, managing interactions, and collecting data in order to improve the quality of services provided.

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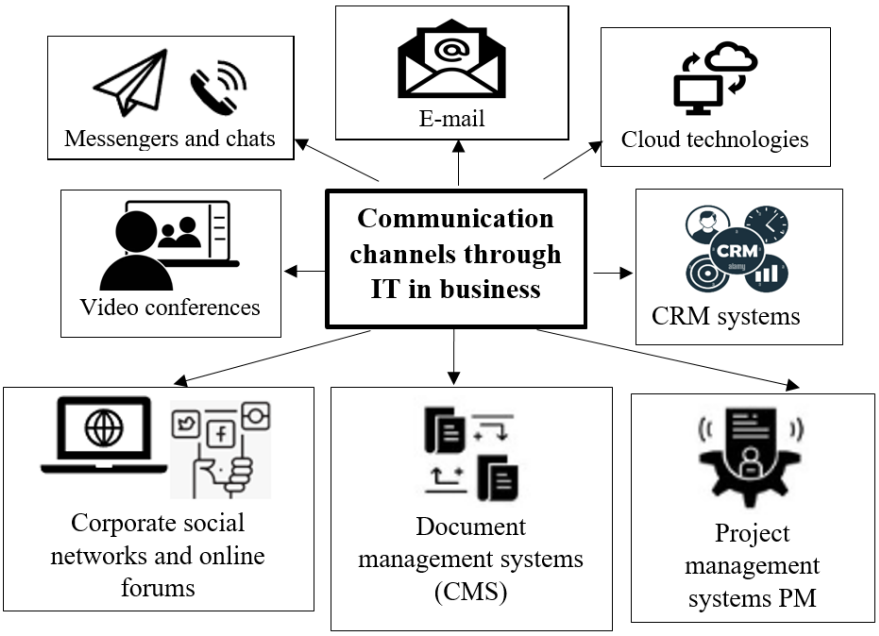

Figure 2. Main channels of communication through IT in business
Source: developed by the authors

Cloud-based solutions such as Google Drive, Dropbox, and Microsoft OneDrive also enable the real-time sharing of files, which facilitates collaborative work on projects and simplifies data storage and access.

Overall, information technologies create new opportunities for business communication by improving access to information, accelerating data exchange, and enabling global collaboration.

An equally important element of business communication is the system of communication channels, as these determine how information is transmitted between employees, departments, partners, or clients. The selection of an appropriate communication channel directly influences the effectiveness of information exchange, problem-solving processes, and managerial decision-making within organizations. While many of these channels have already been discussed above, it is also important to highlight such a significant digital communication channel as social media platforms. Platforms such as LinkedIn, Facebook, Instagram, and Twitter are highly effective for communication with customers, as well as for marketing and public relations activities.

Communication channels are typically classified into formal and informal categories. Formal channels are used for official business communication, including reports, orders, and proposals. These channels are regulated and follow

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established standards and organizational procedures. In contrast, informal channels involve more spontaneous interactions, such as conversations among colleagues in chat platforms or meetings held in informal settings. Such channels contribute to the development of trust and enhance cooperation within teams.

Business communications can also be categorized as internal and external, as well as vertical and horizontal. Internal communications refer to the exchange of information within an organization. This includes interaction between management and employees, as well as communication among departments and teams. External communications, in contrast, involve interactions with partners, clients, investors, and other external stakeholders. This type of communication is particularly important for building corporate reputation, attracting new customers, and maintaining relationships with existing ones.

Vertical and horizontal communications are associated with the direction of information flow within the organizational structure. Vertical communication refers to the transmission of information between different levels of management, whereas horizontal communication occurs between departments or employees operating at the same organizational level.

The above-mentioned types of business communication possess both advantages and disadvantages, which, in one way or another, influence the effectiveness of management in modern enterprises. Their characteristics are presented in Table 1.

Table 1. Advantages and disadvantages of the influence of business communications on the management efficiency of modern enterprises

Type of Communication	Advantages	Disadvantages
Formal Communication	1. Clear structure. Formal channels are defined by organizational policies, ensuring that information is transmitted in an orderly and official manner. 2. Documentation. Important information is preserved in the form of documents or official correspondence, facilitating control and reporting. 3. Accuracy and accountability. Formal communication ensures precision and enables monitoring of the correctness of transmitted information.	1. Slowness. Due to formality and the need to follow procedures, the transmission of information may require considerable time. 2. Limited flexibility. Formal channels often do not allow rapid responses to changes or flexible decision-making. 3. Loss of personal interaction. The strict nature of formal communication may reduce emotional engagement between employees.

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Informal Communication	1. Speed and flexibility. Informal communication usually occurs more quickly as it does not require official channels. 2. Favorable for building trust. Employees tend to feel more comfortable in informal interactions, which promotes trust and open dialogue. 3. Better understanding of needs. Informal discussions often help identify employee concerns or expectations more rapidly.	1. Information overload. A large amount of informal internal information may create excessive cognitive load for employees. 2. Occasionally limited transparency. Internal communication may become ineffective if management withholds important information from employees.
Horizontal Communication (between employees at the same level)	1. Rapid problem solving. Horizontal communication enables employees at the same level to resolve issues without involving higher management. 2. Improved teamwork. It promotes cooperation between departments and organizational units. 3. Equality of interaction. Information is transmitted more freely without formal barriers, encouraging knowledge exchange.	1. Risk of competition. Employees at the same hierarchical level may compete with one another, which can negatively affect collaboration. 2. Lack of control. Without adequate coordination, horizontal communication may lead to misalignment of actions.
Vertical Communication (between different hierarchical levels)	1. Clear hierarchy. Vertical communication clarifies reporting relationships and helps define responsibilities. 2. Process control. Managers can monitor and evaluate subordinate performance, which contributes to organizational effectiveness.	1. Risk of information distortion. When information passes through multiple hierarchical levels, it may become distorted or lose detail. 2. Slowness. Information may be transmitted more slowly due to multiple managerial layers. 3. Limited initiative. Vertical communication structures may constrain initiative at lower organizational levels due to constant reporting requirements.
Internal Communication	1. Improved coordination. Internal communication supports collaboration among departments and work groups.	1. Information overload. Excessive internal communication may overwhelm employees.

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	2. Increased employee loyalty. Effective internal communication contributes to the development of corporate culture and employee motivation.	2. Occasional lack of transparency. Communication may be ineffective if management conceals important information from staff.
External Communication (with clients, partners, and media)	1. Support of corporate reputation. External communication shapes the company's public image and influences its reputation in the market. 2. Market expansion. Through external communication, organizations can attract new clients and partners and expand their business operations.	1. High responsibility. External communication requires accuracy and professionalism, as any error may negatively affect the company's image. 2. Cultural and linguistic barriers. In international business environments, external communication may be complicated by cultural differences or language barriers.

Source: developed by the authors

The choice of communication type depends on the objectives, context, and expected outcomes. Each communication channel or form has its own strengths and limitations; therefore, it is important to take these factors into account within business processes. As can be observed, effective management is impossible without a well-established communication system that ensures clearer coordination and a better understanding of the enterprise's strategic objectives. This is manifested through several positive organizational processes, including the following:

- Improved decision-making, as clear and structured channels of information transmission provide managers with access to essential data required for making well-informed decisions;
- Increased productivity, since when employees clearly understand their responsibilities and the company's goals, they are able to perform their tasks more efficiently, which leads to higher overall organizational productivity;
- Enhanced employee motivation, as open and transparent communication fosters a sense of belonging among staff members and helps them understand how their individual contributions influence the overall success of the company;
- Strengthened customer loyalty, as effective external business communication enables organizations to build trust-based relationships with clients and partners, which serves as an important factor for long-term cooperation and the sustainable development of the company.

Analysis of Table 1 shows that no type of communication is universally effective. The highest level of management effectiveness is achieved under the

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conditions of combined use of formal and informal channels of communication, taking into account the context of management tasks. In particular, formal channels provide control and accuracy, while informal ones contribute to the speed and flexibility of management.

Conclusions

Thus, business communications play a decisive role in the effective management of modern enterprises by ensuring coordinated interaction across all levels of the organization: from employees to top management and from internal departments to external stakeholders. In particular, business communications perform the following functions:

1. Ensuring effective coordination and decision-making. Effective business communication facilitates coordinated interaction among different divisions of a company, which is critical for the implementation of its strategic objectives. It enables managers to obtain timely feedback from employees, make well-informed decisions, and respond promptly to changes in market conditions. Consequently, this reduces operational risks and increases the organization's flexibility.
2. Supporting corporate culture and motivating personnel. Internal communication plays an essential role in shaping corporate culture and motivating employees. Through open information exchange, encouragement of ideas, and continuous feedback, management contributes to increased employee loyalty, higher productivity, and greater job satisfaction. In addition, transparent communication helps prevent conflicts that may arise due to misunderstandings or the absence of clear instructions.
3. Improving operational efficiency. Communication facilitates the exchange of knowledge and information among employees, thereby improving the effectiveness of business processes. Modern information technologies, such as CRM systems, project management platforms, and digital messaging tools, allow organizations to automate and streamline communication processes. This, in turn, increases the efficiency of task execution and accelerates decision-making.
4. Strengthening relationships with clients and partners. External communication constitutes an integral part of business strategy, as it influences how a company is perceived by clients, partners, and society as a whole. High-quality communication with clients through marketing channels, social media, and other digital tools contributes to increased customer satisfaction, enhanced loyalty, and the development of long-term relationships. Likewise, interaction with partners through clearly structured communication channels helps strengthen cooperation and expand business opportunities.

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5. Ensuring transparency and control. Formal communication channels enable management to maintain transparency in organizational processes, document important decisions, and monitor the outcomes of implemented tasks. This is essential for quality control, compliance with organizational standards, and adherence to regulatory requirements, particularly in large enterprises with complex organizational structures.
6. Overcoming communication barriers and adapting to change. Modern enterprises often face challenges associated with multinational teams, remote employees, and cultural differences. Effective communication strategies help address these challenges by facilitating adaptation to diverse cultural contexts and by utilizing modern tools, such as videoconferencing technologies and cloud-based platforms, to coordinate work across different time zones and geographical locations.
7. Stimulating innovation and continuous development. Communication encourages the exchange of ideas, the development of new approaches, and the stimulation of innovation within the company. Open channels for sharing ideas across different organizational levels can become sources of innovative solutions, process improvements, and the creation of competitive products or services. Such communication also enables management to respond more quickly to changes in market conditions and to adapt development strategies accordingly.

In conclusion, business communications represent a vital component of the management of modern enterprises. They influence organizational effectiveness, decision-making processes, the formation of corporate culture, interaction with clients and partners, and the company's ability to adapt to change. In the context of globalization, digitalization, and intensifying competition, the role of communication continues to grow. Companies that effectively utilize communication channels gain significant competitive advantages in the market.

The scientific novelty of the study lies in the systematization of the factors influencing business communications on management efficiency and the substantiation of a conceptual model that integrates the parameters of the communication environment with the effective indicators of the enterprise's activity.

The practical significance of the results obtained lies in the possibility of using the proposed approaches to optimize the communications system at enterprises in order to increase management efficiency.

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