THE CORE OF TEAM COMMUNICATION.
TREND, ORGANIZATION VALUE
AND AFFECTION ON MANAGEMENT

Mateusz BYCZYK

Poznan University of Economics and Business, Poland; mateusz.byczyk@gmail.com,
ORCID: 0000-0003-3188-2619

Purpose: As the organization grows, attention begins to be paid to the growing potential and role of communication. Communication, which so far played mainly the role of providing information in the course of the current rapid evolution, is beginning to be noticeable in every aspect of business operations. Currently, managers must be aware that communication affects the entire organization, while it is their role to influence communication in order to obtain the best benefits. The purpose of this article is to present comments or problems that were noticed by the authors of the reviewed articles during the communication process.

Design/methodology/approach: This review is based on studies conducted in case to understand communication problems, published between 2017 and 2022.

Findings: The analysis highlight that the communication problems in organizations are increasingly encountered and, what is most important, almost always very easy to solve.

Practical implications: In the case that almost all the publications discussed are focused on the most common problems in enterprises, it can be assumed that with a high probability such problems will appear or have already appeared in every organization. Thanks to this review, as well as a deeper analysis of the aforementioned literature, readers of this article can very quickly identify similar communication problems in their environment and its exemplary solution.

Originality/value: This review emphasizes that communication should be considered on many levels since it affects both people and organizations in different respects. In addition, in this research work, it can be indicated that communication allows us to better understand human needs and act on them appropriately.

Keywords: Communication value, efficient communication, evolution of communication, team communication, core of communication.

Category of the paper: Literature review.

1. Introduction

In the extensive theory of economics and management, it is possible to distinguish many disciplines, each of which is important and shows how to properly manage a company, people, time, capital, and above all, yourself. However, while learning about various areas relevant to everyday matters and problems that arise in the organization, it can be recognized that communication has a significant impact on most management levels.

"Communication (...) in practical terms is the process of exchange of ideas and information between two or more people, leading to a mutual understanding" (Bakirbekova and Suleimenova, 2018). It is a factor that builds the organization; drives it and ensures its survival (Turaga, 2019). Communication is the enabler of all actions (Atkočiūnienė and Siudikienė, 2021). At the same time, the lack of communication causes problems in achieving strategic goals (Zerfass and Volk, 2018). Communication can be described as a resource being part of immaterial capital (Zerfass and Viertmann, 2017). It plays an integrating role to support the implementation of tasks (Pekkala, 2020); communication not only supports introducing changes in the organization but also introduces changes that at times force changes in communication (Barr et al., 2017). Ultimately, communication is the result of long-term and continuous adaptation to the needs of the organization. It is created, modified and adjusted and it is considered to be a long-term process (Neill, Men and Yue, 2020).

Communication is the backbone of the organization's activities (Zerfass and Viertmann, 2017). It allows for prompt integration and dissemination of changes, information and decisions. Communication takes into account, the opinion of all employees from the highest to the lowest level (everyone's opinions and ideas are listened to) (Zerfass and Viertmann, 2017).

Based on the articles analyzed and the opinions contained, it can be noticed that communication supports many areas. This involves increasing situational awareness by creating a common understanding, creating community in teams, understanding expectations, determining the time needed for communication, providing tools and content, training, coaching, and supporting, providing feedback, and finally implementing reward and motivational methods (Pekkala, 2020). Good communication improves management, shortens the time of introducing employees, and reduces resistance to change (Bakirbekova and Suleimenova, 2018).

Although different organizations utilize communication in a different ways, each of them knows its value for the enterprise (Zerfass, Verčič and Volk, 2017). Communication develops within the organization (Turaga, 2019), and by maintaining good communication, it is possible to prevent burnout of the employees in the organization (Stacho, et al., 2019). "If people cannot exchange information, they will not be able to work together to formulate goals and achieve them" (Bakirbekova and Suleimenova, 2018). If communication is utilized well, it gives the employees a sense of belonging to the group and their voice is also important; communication

from one employee to another – parallel – has been identified as the key to successful change implementation where the participation of each employee in communication is key (Neill, Men and Yue, 2020). "Effective communication is the lifeline and the core of a successful organization. (...) In fact communication has been identified as one of the key soft skills in today's workplaces" (Agarwal and Gupta, 2018).

There are still no exact research results presenting a comprehensive understanding of how communications departments contribute to strategic and operational management success (Zerfass and Volk, 2018). Although extensive research on communication is conducted exclusively on literature, therefore it does not always translate into real practical application. Consequently, the assessment of the effectiveness of communication must be carried out in an appropriate manner during the management process (Volk and Zerfass, 2021).

Communication and its style allow you to get to know the character of a person. Each unit in the course of development and experience defines their own style of communication. "Communication style is defined as a cognitive process that entails micro behavior in order to make a macro level judgment, wherein the attempt is to get literal meaning across one another" (Agarwal and Gupta, 2018).

Knowing the application of communication and its positive and negative consequences, communication professionals should demonstrate that employees will achieve better results if they understand and accurately apply the communication process (Zerfass and Viertmann, 2017). Communication allows you to build relationships in the company and is based on trust (Turaga, 2019). Well-conducted communication makes it possible to understand and integrate many different generations (despite the visible differences) (Knapp, 2017). Communication should enter the organizational culture as it builds awareness among employees that they are important to the organization. It is exactly managers whose communication behaviors affect the effectiveness of human resources management (Stacho et al., 2019). Effective communication supports many areas of teamwork (Bakirbekova and Suleimenova, 2018).

This article focuses on the key aspects of communication in relation to the development and evolution of the market and the companies there. Communication is what binds the organization and each of its employees. Improving communication skills influences the development of the organization and it helps the organization identify talented employees (Stacho et al., 2019). The departments responsible for managing communications are aware of the changes taking place in the market and what impact it has on changes in communication; "the task of communication management is to design the most appropriate combination of processes for each organization" (Pekkala, 2020). The growing market forces changes in communication to enable the company to remain competitive with others (Finnie, Mueller and Sweetman, 2018). The most important aspect of communication that should be remembered is the fact that a person learns communication throughout the life (Turaga, 2019), therefore "to get sustainable results, it also required a lot of hand-holding, patience and persistence, combined with clear communication over many on-site visits with management and workers" (Chin, 2019).

2. Method

The publications analyzed in the following work were selected from the databases of journals and literature in which topics related to economics and management are discussed. The databases used included "EBSCO", "Emerald" and "JSTOR". The given databases from which the articles were taken were selected because they contain many publications with the necessary knowledge from many different scientific fields. In addition, the author of this article, as a student of the University of Economics and Business, had free access to the indicated databases. Articles were searched on the basis of a combination of words and phrases including the word: "communication" with consecutive: "human resources management", "teamwork", "effectiveness" or "possibilities".

The review and analysis of the "EBSCO" database showed a total of 3,809 items related to communication and the phrases mentioned above. The review and analysis of "Emerald" database revealed a total of 1,100 items based on the phrases mentioned above. A total of 3,594 items were searched in "JSTOR" database based on the above-mentioned phrases.

When selecting articles related to communication, the following criteria were used: (1) communication was to be the main problem discussed in the article; (2) the publications were to show both positive and negative communication situations; (3) communication was to be considered in relation to human resources management in enterprises and organizations; (4) the articles were to refer to the various levels on which communication is present, (5) communication was to be discussed from both a theoretical and practical point of view, (6) all articles had to be less than 6 years old to relate mainly to modern-day communication and its nature and (7) all articles had to be in English as it is the most popular language in which the most scientific articles are written.

In the next step, among the articles that were selected at the first stage of the search, it was analyzed whether a given article concentrates on communication because all the prepared scientific work was focused mainly on communication and its operation. Subsequently, a detailed review of the abstracts of the selected articles was carried out. As a result of applying all the criteria related to the search, 12 items were distinguished from "EBSCO" database. Based on all search criteria in "Emerald" database, 8 items were selected. After applying the given search criteria, 6 items were chosen form "JSTOR" database. Those 26 articles were selected for detailed analysis, in which the process and importance of communication were discussed in as much detail as possible, and at the same time, each article touched upon a given aspect from various points of view.

3. Review

Based on the aforementioned articles and different points of view shown in them, in the current review analysis author decided to focus on 5 the most frequently mentioned aspects according to which communication offers great potential while having a significant impact on the development of the company and its employees: (1) evaluation, impact and value of communication; (2) the essence and benefits of team communication, (3) communication in the transfer of knowledge, (4) communication evolution, (5) modern communication and young generations.

This work focuses on communication and its impact on people as well as enterprises. Therefore, each of the above-mentioned aspects is to emphasize that communication is not a homogeneous process that can be easily assessed. Each of the indicated points (1-5) characterizes communication from a different point of view and emphasizes that communication does not consist solely in conveying information.

The first part of the review focuses on showing what communication is and why it plays a crucial role for every person and every organization. Afterward, the focus was on communication dependence in relation to teamwork and its support in the process of carrying out tasks. In the third part, it is emphasized that communication enables the transfer of information in different and more and more effective ways. The penultimate part shows that communication, just like a person and a company, is constantly developing in order to improve its operation. Finally, it was indicated that due to the growth potential and the essence of the new generation, which are millennials, almost all known communication so far changes rapidly to adapt to the needs and possibilities of the new generation.

4. Evaluation, impact and value of communication

Often, research on communication does not select adequate measurement methods (Zerfass, Verčič and Volk, 2017). It is difficult to find an appropriate tool that would allow influencing communication as a whole during management (there are few universal and standardized communication tools) (Volk and Zerfass, 2021). The bigger the organization or the bigger the communication department, consequently the more tools are used. Some tools may be effective only for a selected group of employees, which may impose the use of more tools in order to be able to affect as many employees as possible. Research shows that tools are becoming more and more common, but many of them are still not used accurately. During the research, the respondents stated that communication measurement is mainly based on their own group of tools, created on the basis of general databases of measurement tools. It should be mentioned

that several managers have never chosen completely identical toolkits (Zerfass, Verčič and Volk, 2017).

Each manager has a different point of view on a given situation, but how can you tell if a given point of view is the best? (Chin, 2019). The tools are flexible. This means that the person responsible for communication may, and often should, to some extent try to adjust them (tools) to their own needs and specific situations. As a consequence of the lack of appropriate communication tools, many managers are forced to use their own or external practical and proven experience in influencing communication and, based on this, introduce their own ideas for "communication management" (Volk and Zerfass, 2021).

Communication specialists, despite having high theoretical and practical knowledge and appropriate tools to check the effectiveness of communication, are not able to conduct complex analyzes of effectiveness (the required competencies for this aspect of communication have not yet been characterized) (Zerfass, Verčič and Volk, 2017).

According to the research (Stacho et al., 2019), about 37% of enterprises do not delegate their managers for communication training, which is detrimental to the development of their knowledge and the use of communication. How can managers responsible for communication ensure that it is at the highest possible level if they do not have the opportunity to obtain this knowledge? In about 80% of enterprises, the management board tries to inform about the willingness to introduce changes, trying to give a clear picture of the situation to employees, while in as many as 43% of organizations, managers do not actively discuss with employees. This means that changes are announced (based on one-way communication), but employees cannot take an active part in it and share their opinions (there are no signs of two-way communication). "People feel a stronger connection to the firm when they have a SAY in its future" (Ackerman, 2017). "(Via communication) when employees understand better the vision and benefits of change, they are more likely to commit to the change initiative and support change" (Neill, Men and Yue, 2020).

Communication involving all employees is one of the determinants of a "healthy workplace" (Hameed, Ijaz and Sabharwal, 2022). Additionally, communication in which all employees are involved plays an important role in building employee well-being (Hameed, Ijaz and Sabharwal, 2022). With appropriate communication with employees, it is possible to create a bond between the employee and the organization and other employees (Ackerman, 2017). Everyone should learn communication, the improvement of which will have a positive effect on all activities within the organization. Good HRM (Human Resources Management) practices and communication approaches are a gateway to the development of employees and organizations. As nowadays the practice that "man lives to work" is abandoned, and emphasis is placed on giving more freedom and flexibility at work. Following best practices will bring the most benefits for employees as well as for the enterprises". According to researchers, employees with higher psychological well-being at work demonstrated better task performance" (Hameed, Ijaz and Sabharwal, 2022). "These examples also clarified something

essential about CSR (Corporate Social Responsibility) work: to establish trust, you need to build relationships, and those relationships can be found at unexpected times and unexpected places, for example, teatime became a critical moment for information gathering from management" (Chin, 2019).

5. The essence and benefits of team communication

"Employees are the key to organizational performance" (Hameed, Ijaz and Sabharwal, 2022). According to Turaga (2019), good communication equals high efficiency, and everyone should try to make their communication better and more efficient. Open communication is an instrument that improves efficiency (Stacho et al., 2019). Managers, despite their willingness, often do not know how to accurately show employees that they are valuable to them and to the company (Ackerman, 2017). "80% of the surveyed organizations find communication as the most challenging issue at the workplace" (Agarwal and Gupta, 2018). Employees expect that well-managed communication will fairly take their opinions into account in building the organization and its culture. Employees who feel that they are treated equally with others are able to work with higher efficiency. In other words, they can learn precisely what they did right or wrong and understand where they can improve, and recognize their strengths (Mazzei, Butera and Quaratino, 2019). "Kim and Rhee (2011) conceptualized ECB (Employee Communication Behaviors) in two categories, which they termed megaphoning and scouting. They defined megaphoning as employees' positive or negative external communication behaviors about their organization (p. 246) and scouting as employees' voluntary communication efforts to bring relevant information to the organization" (Pekkala, 2020).

"Effective leaders are those who are effective in communication" (Bakirbekova and Suleimenova, 2018). "A firm is a team, not a hierarchy of staff, senior staff and owners" (Ackerman, 2017). Including all employees in the culture and their active participation in its creation is of great importance and value for the company (Deley and Mindel, 2018). Two-way communication is better than one-way information transfer (Zerfass and Volk, 2018). Although highly communicative people are important for the development of communication, it is more important to create environments in which everyone can communicate freely and efficiently.

Employees are more likely to communicate with a manager they trust (Kamal Kumar and Kumar Mishra, 2017). On the other hand, "when subordinates are treated as slave laborers working under contractual obligations (...) they fear to speak up to superiors" (Kamal Kumar and Kumar Mishra, 2017). If there are no negative consequences, employees are willing and inclined to engage in critical discussions with their superiors (Mazzei, Butera and Quaratino, 2019).

"Thanks to informal communication, the free exchange of ideas take place, thus encouraging creativity" (Stacho et al., 2019). Taking into account changes suggested and introduced thanks to employees will result in strengthening of communication of others, this will act as an incentive and have a positive impact on employees and the company (Kamal Kumar and Kumar Mishra, 2017). Employees' lack of commitment to change causes them to resist change (Neill, Men and Yue, 2020). "Organizational change has been defined as planned process that allows organizations to adjust and behave differently to accommodate new contingencies, technologies, value, processes and staff" (Neill, Men and Yue, 2020). "Commitment to change is widely defined as a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (Neill, Men and Yue, 2020). Communication in change management helps to eliminate uncertainty and it contributes to improved motivation among employees (Stacho, et al., 2019). "A fundamental task for modern organizations is to manage changes to adapt to the evolving environment and remain competitive in the market" (Neill, Men and Yue, 2020). As a consequence of well-planned and conducted communication, the organization as a whole gains the possibility of more efficient development, which has been emphasized by many years of research.

6. Communication in the information flow

Improved communication will result in a better flow of information (Stacho et al., 2019). Communication should be planned to deliver the most important information and it should filter out the irrelevant one (Bakirbekova and Suleimenova, 2018). In order to be able to respond to the changing market as quickly and as best as possible, there is an increasing need for up-to-date information and the emphasis should be placed on the development of communication in enterprises (Cacciatore, Meng and Berger, 2017). "Effective communication flow is especially important when the character of work requires cooperation between several employees" (Stacho et al., 2019). In all examined regions it was found that there should be a strong emphasis on the development of new communication skills in order to better influence the increase in the importance and value of information. Additionally, the current industrial revolution, known as the "digital revolution", is aimed at improving and accelerating the flow of information (Cacciatore, Meng and Berger, 2017). In the above research, where the respondents answered the question about the speed and quality of information flow, it was found that this is a very important process for the success of the organization.

Well-conducted communication ensures the possibility of constantly maintaining a high level of creativity in organizations based on the proper use of the possessed knowledge. "Creativity can be defined as the creation of something new, new elements or the solution of problems when the direction has already been chosen" (Atkočiūnienė and Siudikienė, 2021). When analyzing the knowledge management and creativity promotion process, it can be noticed that they are closely related to appropriate communication in the organization.

7. The evolution of communication

The development of technology is beneficial to the conduct and development of communication; introduces new communication tools (Stacho, et al., 2019). Changes in the form of communication are unavoidable in the case of changes that have a significant impact on the organization (Barr et al., 2017). Communication is constantly developing (Atkočiūnienė and Siudikienė, 2021) and what is important communication wants to develop (Touhidul and Sorooshian, 2019). Thanks to the development of technology and communication, communication can be carried out in new ways (Saha, Saha, 2018). "Today we have systems that allow humans to communicate better and faster" (Palerm Ferri, 2017). For example, "asynchronous communication via e-mail allows for quick responses and, thus, reduces the barriers to collaboration encounter when individuals do not work the same hours" (Barr et al., 2017).

In the last 30 years, there has been a very rapid development in technology (including communication technology) (Palerm Ferri, 2017). As a result of technology development and increased interest in social media, organizations adapt to publishing data and transferring knowledge about the enterprise; the so far used - one-way - communication is changed to a new one that takes into account the response from the market (Cacciatore, Meng and Berger, 2017).

Changes in the form of work (remote work) forced changes also in communication (Finnie, Mueller and Sweetman, 2018). The old ways of communication are now considered to be ineffective and time-consuming (Touhidul and Sorooshian, 2019). Communication used to be based solely on a one-sided relationship, during which campaigns were conducted to inform stakeholders and people interested in what is happening in the company. Now communication is based on encouraging people to view published content while expressing their own opinions (reacting to them) – two-way communication (Atkočiūnienė and Siudikienė, 2021). The emphasis on communication and its essence has only recently been considered (Pekkala, 2020). Communication tools over the years have become more and more used because they are only used to transmit information, but also to build relationships and research them (Touhidul and Sorooshian, 2019). Respondents in many studies emphasize that these tools – due to the development of communication – will be used more often (Volk and Zerfass, 2021).

Since communication is a relatively young subject, that has only started to be drawn attention recently, therefore many people do not know how to use it effectively. This suggests that developing organizations should focus primarily on knowing and implementing it thoroughly while making employees aware that this is also expected of them. Many areas of communication have not been explored, leaving room for further research (Pekkala, 2020). Communication is approached too generally, and there should be more research into specific areas of communication (Bakirbekova and Suleimenova, 2018). On the other hand, research is already underway in an attempt to integrate communication and business strategy (Cacciatore, Meng and Berger, 2017). Additionally, based on the analysis of the literature and the results of research on the practical application of communication tools, many of them are misunderstood and, consequently, misused. This means that there is a visible difference between theoretical knowledge and practical application, which necessarily needs to be deepened by managers. Communication should always be matched to the current situation and the competencies of its users. It happens that, as in any change, it is necessary to know the opinions of each of the parties, and not just stick to theoretical knowledge or experiences from other, completely different stories or analyzes. When studying communication, its impact on the organization and people is examined, however, there is no one ideal and comprehensive method of assessing and measuring communication (Zerfass and Viertmann, 2017).

Research on communication tools has great potential (Volk and Zerfass, 2021). "Scholars might explore empirically how various contributions are reflected in different roles, how communication leaders combine both strategic and operational aspects in practice and which competencies are required for performing such multiple responsibilities" (Zerfass and Volk, 2018). This shows how extensive the future possible lines of research into communication are.

8. Modern communication and new generations

New technologies offer enormous potential for modern communication; technology allows communication over longer distances and at higher speeds (Saha, Saha, 2018). The new technology opens up new communication channels that create more potential and more room for action. At the same time, by using more channels, you can show that the organization is not limited and can adapt to the environment by using new, creative solutions. Moreover, thanks to new communication channels, it is possible to reach a wider audience (Atkočiūnienė and Siudikienė, 2021). New methods of communication assume more "online" contact, limiting interpersonal contacts (Saha, Saha, 2018). With technological advancement, people are moving away from traditional forms of communication, losing the ability to conduct it properly.

The digital revolution brings about significant changes in the ways, effectiveness, methods, and efficiency of communication. The old ways do not bring any earlier results, so more and more companies are putting emphasis on educating employees in new ways of communicating with the market. The use of social media to communicate with recipients is considered to be one of the modern and effective methods of influencing outside the organization. Additionally, along with the evolution of enterprises, new methods of communication are developed, adapted to the needs of the market and responding to unforeseen situations (Cacciatore, Meng and Berger, 2017).

The newest young generation is the millennials who are now entering a growing market. "Millennials are efficient, creative and most importantly the replacement of the aging workforce" (Agarwal and Gupta, 2018). "There are certain challenges that organizations face with the millennials. communication skill is one such challenge" (Agarwal and Gupta, 2018). Based on the knowledge of the millennial approach to work and its relation to previous generations, it can be noticed that the market forces certain changes. In order to make the organization's effectiveness as efficient as possible, employees should be made aware that the old market has evolved with the help of new technologies, therefore, similarly, old employees should change with the interference of the young millennial generation. On the other hand, new technologies arose thanks to the old market, so new generations should draw on good practices and experiences of older employees. "Therefore, practitioners are trying to recommend how to invest effort to identify areas of interest for millennials to drive up their perceived level of usefulness" (Hung, Chen and Su, 2020). Knowing that new technology, including social media, is developing intensively and that it is most used by millennials, the actions to improve functioning should be dictated by the preferences of millennials as future users.

As the market changes, the employees' approach to work changes. Organizations should not only focus on increasing the financial result, but also on influencing the satisfaction and needs of members of the organization. Consequently, a satisfied employee will bring more benefits to the organization.

On the other hand, the downside of technology may be the increase in unproductive behavior (Barr et al., 2017). As a result of the development of technology, the crisis of true communication is growing (Palerm Ferri, 2017) and millennials are struggling with distinguishing between good and bad features of technology (Agarwal and Gupta, 2018).

9. Discussion and Summary

Communication is everywhere, both in the organization and in everyday life. Communication is necessary, essential, significant and, most of all, it affects efficiency and enables development. "Communication is the air that brings fresh ideas, new information and

knowledge. Without air, the atmosphere becomes stagnant, heavy and monotonous" (Bakirbekova and Suleimenova, 2018). The organizations have to emphasize that the "communication department's contributions go far beyond delivering content and communication services" (Zerfass and Volk, 2018). "The communication department had a central role in providing support, as well as in driving the communication initiatives and making sure that things happened" (Pekkala, 2020). Communication is, has been, and will be considered on many different levels because as an enterprise resource it needs to be developed in order to be able to continuously increase its value.

Better communication now will reduce the occurrence of undesirable problems in the future (Zerfass and Viertmann, 2017). Thanks to good communication, it is possible to guide employees in such a way that they know what is happening around them. Based on the analysis in interviews with communication practitioners, it can be concluded that communication determines and helps to maintain a kind of path leading to the employee's success and the organization. "Respondents were of the view that while a conductive communication climate can make even the most recent employee come up with new ideas and suggestions, a nonconductive climate can push even the most vocal employee into silence" (Kamal Kumar and Kumar Mishra, 2017).

The development of communication is necessary for the full implementation of "revolution 4.0" (Stacho et al., 2019). As technology advances, communication becomes better, however, some forms of communication turn out to be ineffective if the current situation is not taken into account (Boerngen, 2019). It should be noted that if communication in the organization is ineffective, then it should not be completely changed, but should be adapted to the strategy and goals (Zerfass and Viertmann, 2017).

Communication is a very complex process, the measurement of which consists of many factors. It has many levels on which it affects, therefore it is necessary to develop it evenly because only extensive and broad communication will provide the most benefits. "Communication is indeed an art - the art of exchanging ideas and opinions, of socializing, and of being part of the community. Communication is not only through technology. Individuals can use verbal and writing capacities, as well as body language, intonation, and so many more other subtle clues that technology cannot convey" (Palerm Ferri, 2017). The development of technology affects and causes changes in the communication process (work and data flow). Based on new technologies, it is possible to integrate old and new processes, increasing their impact on work. However, many new tools distort the perception of content for "old" employees. Consequently, it becomes necessary to systematize the knowledge in order to limit possible future errors.

"Communication WAS face-to-face" (Palerm Ferri, 2017). (Now) such technology diverts attention from other important things (Saha, Saha, 2018). "Their (students') eyes are fixed on the screen. They are not interested to know what is going on around them, they are not sure who is sitting beside them and when he/she is leaving" (Saha, Saha, 2018). On this basis, it can

be concluded that the modern generation in their communication reflects the true picture of the crisis of interpersonal communication.

In this article, the analysis addresses specific areas of the knowledge and application of communication. The aim of this article is to systematize the current knowledge on the potential of communication and at the same time remind all current and future managers that communication must always be at the appropriate level. However, it should also be taken in account that despite the many benefits of developing communication, there are also some negative aspects to consider.

Among the current research on communication, there is a developing direction in which communication is heading. Based on past experience and the present situation, communication will play an even greater role in the future. Knowing that the future of communication rests in the hands of managers who are currently becoming more and more proficient in its application, it can be noticed that the next generations of new managers, as a result of the current progress in communication technologies, will have a really wide range of techniques that will bring communication to a high level.

The subject of communication is relatively young in relation to enterprise research. Due to the awareness that communication is becoming an increasingly important aspect for both people and companies, it may be necessary to learn more about the proper identification and evaluation of communication (while identifying errors and problems related to it).

Although communication has existed and has been functioning "always", the emphasis on its development, relevance, and value for people and organizations has only recently been paying off. The research conducted in this area is not of a sufficiently high level, therefore many methods of measurement and communication characteristics have not yet been standardized to allow for a universal approach to conducting modern research in this field. Focus on developing systems for more accurate evaluation and validation of communication as a qualitative factor is worth exploring in future research.

Today, managers face many challenges, among which communication is the most important one to consider and learn about. Communication determines success, adds value, and helps solve problems. At the same time, communication functions like a living organism, it influences others and most importantly it grows to go forward. In order to operate as efficiently as possible, it may be necessary to thoroughly understand many different aspects of communication and how to use them in practice. The role of managers and supervisors should focus on emphasizing the value of the voice and opinion of each employee. By implementing good practices of Human Resources Management, you can build an almost great team. A team that knows how to communicate first and foremost.

Acknowledgments

I would like to thank Ms. Beata Skowron-Mielnik, who encouraged me to write this article. Thanks to her advice, I was able to start my serious adventure with science to be able to share the acquired knowledge with others. The second person I want to thank is my mentor and practitioner – Ms. Anna Wiatr, who continuously supports me with good advice and constantly shows that scientific work allows me to combine theory with practice. Finally, I would like to thank Ms. Renata Nestorowicz, who, thanks to her vast knowledge of communication, pointed out some important detailed areas for discussion and improvement throughout the article.

References

1. Ackerman, J.L. (2017). Turning the Profession of "Me" into the Profession of "We". *CPA Journal, 87(6),* p. 74. Available at: https://search-1ebscohost-1com-100002btj001e.han3.ue.poznan.pl/login.aspx?direct=true&db=bsu&AN=123973408&lang=pl&site=ehost-live, 4 May 2022.
2. Agarwal, U.A., Gupta, M. (2018). Communication Styles of Millennials: Trends & Relevance for the Industry. *Indian Journal of Industrial Relations, 53(3),* pp. 504-518. https://www.jstor.org/stable/26536474, 4 May 2022.
3. Atkočiūnienė, Z.O., Siudikienė, D. (2021). Communication Management in Promoting Knowledge and Creativity in Fostering Innovations in the Creative Organizations. *Creativity Studies, 14(2),* pp. 549-576. doi: 10.3846/cs.2021.15550.
4. Bakirbekova, A.M., Suleimenova, A.R. (2018). Effective Communication in the Organization Personnel Management. *Central Asian Economic Review, 1(119),* pp. 60-72. Available at: https://search-1ebscohost-1com-100002btj001e.han3.ue.poznan.pl/login.aspx?direct=true&db=bsu&AN=138952399&lang=pl&site=ehost-live, 4 May 2022.
5. Barr, N., Vania, D., Randall, G., Mulvale, G. (2017). Impact of information and communication technology on interprofessional collaboration for chronic disease management: a systematic review. *Journal of Health Services Research & Policy, 22(4),* pp. 250-257. https://www.jstor.org/stable/26746998, 4 May 2022.
6. Boerngen, M.A. (2019). Efficiency effectiveness of Paperless Communication from the USDA Farm Service Agency. *Journal of ASFMRA,* pp. 27-32. https://www.jstor.org/stable/26872597, 4 May 2022.
7. Cacciatore, M.A., Meng, J., Berger, B.K. (2017). Information flow and communication practice challenges: A global study on effective responsive strategies. *Corporate*

Communications: An International Journal, Vol. 22 No. 3, pp. 292-307. https://doi.org/10.1108/CCIJ-09-2016-0063.

8. Chin, M. (2019). Be the opportunity: the heart and soul of corporate social responsibility. *Journal of Fair Trade. Vol. 1(1)*, pp. 27-35. DOI: 10.13169/jfairtrade.1.1.0027.

9. Deley, T., Mindel, M. (2018). Internet Communications Technology Skills and Systems of Engagement. *Canadian Public Policy/Analyze de Politiques, 44(S1),* pp. S146-S152, https://www.jstor.org/stable/90026550, 4 May 2022.

10. Finnie, R., Mueller, R.E., Sweetman, A. (2018). Information and Communication Technology Talent: The Skills We Need—framing the Issues. *Canadian Public Policy/ Analyze de Politiques, 44(S1),* pp. SIII-SIX. https://www.jstor.org/stable/90026540, 4 May 2022.

11. Hameed, I., Ijaz, M.U., Sabharwal, M. (2022). The Impact of Human Resources Environment and Organizational Identification on Employees. Psychological Well-Being. *Public Personnel Management, 51(1),* pp. 71-96. Available at: https://search-1ebscohost-1com-100002btj001e.han3.ue.poznan.pl/login.aspx?direct=true&db=eoah&AN= 55676410&lang=pl&site=ehost-live, 4 May 2022.

12. Hung, S.-Y., Chen, K., Su, Y.-K. (2020). The effect of communication and social motives on E-government services through social media groups. *Behavior & Information Technology, 39(7),* pp. 741-757. doi: 10.1080/0144929X.2019.1610907.

13. Kamal Kumar, K., Kumar Mishra, S. (2017). Subordinate- Superior Upward Communication: Power, Politics, and Political Skill. *Human Resource Management, 56(6),* pp. 1015-1037. Available at: https://search-1ebscohost-1com-100002btj001e.han3.ue. poznan.pl/login.aspx?direct=true&db=eoah&AN=44010734&lang=pl&site=ehost-live, 4 May 2022.

14. Knapp, S. (2017). Managing Millennials: How to Strengthen Cross-Generational Teams. *Hispanic Engineer and Information Technology, 32(2),* pp. 1821. http://www.jstor.org/ stable/26304291, 4 May 2022.

15. Mazzei, A., Butera, A., Quaratino, L. (2019). Employee communication for engaging workplaces. *Journal of Business Strategy, Vol. 40, No. 6,* pp. 23-32. https://doi.org/10.1108/ JBS-03-2019-0053.

16. Neill, M.S., Men, L.R., Yue, C.A. (2020). How communication climate and organizational identification impact change. *Corporate Communications: An International Journal, Vol. 25, No. 2,* pp. 281-298. https://doi.org/10.1108/CCIJ-06-2019-0063.

17. Palerm Ferri, M.V. (2017). Considering the Impact of Technology on Communication: In School and Among Friends. *Delta Kappa Gamma Bulletin, 83(4),* pp. 37-38. Available at: https://search-1ebscohost-1com-100002btj001e.han3.ue.poznan.pl/login.aspx?direct= true&db=asn&AN=124996207&lang=pl&site=ehost-live, 4 May 2022.

18. Pekkala, K. (2020). Managing the communicative organization: a qualitative analysis of knowledge-intensive companies. *Corporate Communications: An International Journal, Vol. 25, No. 3,* pp. 551-571. https://doi.org/10.1108/CCIJ-02-2020-0040.

19. Saha, A.K., Saha, A. (2018). Smartphone as a Means of Communication & Its Influence upon College Students. *Indian Journal of Industrial Relations, 53(4),* pp. 560-571. https://www.jstor.org/stable/26536481, 4 May 2022.

20. Stacho, Z., Stachová, K., Papula, J., Papulová, Z., Kohnová, L. (2019). Effective Communication in Organizations Increases Their Competitiveness. *Polish Journal of Management Studies, 19(1),* pp. 391-403. https://doi.org/10.17512/pjms.2019.19.1.30.

21. Touhidul, I.A.S.M., Sorooshian, S. (2019). Balancing for an Effective Communication in Organizations. *Science and Engineering Ethics, 25(5),* pp. 1605-1607. doi: 10.1007/s11948-018-0055-z.

22. Turaga, R. (2019). Effective Communication in Organizations. *IUP Journal of Soft Skills, 13(1),* pp. 63-69. Available at: https://search-1ebscohost-1com-100002btj001e.han3.ue. poznan.pl/login.aspx?direct=true&db=bsu&AN=136003906&lang=pl&site=ehost-live, 4 May 2022.

23. Volk, S.C., Zerfass, A. (2021). Management tools in corporate communication: a survey about tool use and reflections about the gap between theory and practice. *Journal of Communication Management, Vol. 25, No. 1,* pp. 50-67. https://doi.org/10.1108/JCOM-02-2020-0011.

24. Zerfass, A., Viertmann, C. (2017). Creating business value through corporate communication: A theory-based framework and its practical application. *Journal of Communication Management, Vol. 21, No. 1,* pp. 68-81. https://doi.org/10.1108/JCOM-07-2016-0059.

25. Zerfass, A., Volk, S.C. (2018). How communication departments contribute to corporate success: The communications contributions framework. *Journal of Communication Management, Vol. 22, No. 4,* pp. 397-415. https://doi.org/10.1108/JCOM-12-2017-0146.

26. Zerfass, A., Verčič, D., Volk, S.C. (2017). Communication evaluation and measurement: Skills, practices and utilization in European organizations. Corporate Communications: *An International Journal, Vol. 22, No. 1,* pp. 2-18. https://doi.org/10.1108/CCIJ-08-2016-0056.