
Communication in Business as a Stimulant for Entrepreneurial Development

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Abstract:

Purpose: The aim of this article was to demonstrate the significance of communication and the utilization of business knowledge in entrepreneurial decision-making, impacting success in business.

Design/Methodology/Approach: The primary objective of the research was to assess the effectiveness of communication systems within enterprises, including factors determining communication effectiveness in the enterprise. The study was conducted in 2023. A diagnostic survey method was employed, with a questionnaire serving as the research tool, and the survey technique itself. The study was anonymous, with a survey completion time of 15 minutes. The surveyed group consisted of 150 respondents. The study provides a basis for further research in this area, drawing conclusions, and formulating recommendations for both the academic community and business practitioners. In economic practice, this holds pivotal importance for achieving success in business.

Findings: The generated insight will allow for an in-depth analysis of key communication issues in business and the identification of factors stimulating entrepreneurial action. Strengthening the validity of such an approach is the pursuit of understanding, processing, and conveying knowledge through which we demonstrate the real effects of work. Business is perceived as a crucial tool for taking key actions responsibly.

Practical implications: The article identifies actions influencing entrepreneurial development. Communication here presents a complexity of issues that stimulates reflection. It allows for determining the process of information transmission, determining the quality of the image. Employees in firms possess specific knowledge and tools to skilfully utilize them.

Originality/Value: Communication is a sphere of human activity. Good and effective communication is necessary not only for good interpersonal relations but also for successful business. The article identifies new areas of effective communication and illustrates the multifaceted nature of this process.

Keywords: Business, economy, business communication, entrepreneurship, company.

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1. Introduction

The operating environment of companies is rapidly changing in terms of social awareness, environmental protection, natural environment, health, respect for ethical values, and recognition of legal and moral norms. The adaptation of a company to new challenges is influenced by the ability to utilize communication tools, the appropriate processing of information acquired in communication processes, and subsequently using the acquired knowledge for competitive management of the enterprise and influencing the environment to create an image of a company friendly to the broadly understood environment (Malak, 2023).

In entrepreneurship, attention should be paid to communication barriers that affect it. To overcome them, you need to use feedback, simplify your language, listen actively, hold back your emotions, and observe non-verbal signals (Robbins, Coulter, and De Crenzo, 2020).

Communication barriers can disrupt the transfer of knowledge into practice. The correlation of knowledge possessed by the enterprise and the external environment supports (or disrupts) communication using channels and tools for the flow of information. The company collects data, analyses and selects it, and then, in processes of cognitive and conceptual processing, adds new values to it.

Poor communication can cost a business up to \$5,200 per employee each year (Wilkie, 2017). The barriers to effective communication are: filtering, selective perception, information overload, emotions, language, gender, national culture (Robbins, Coulter, and De Crenzo, 2020). There is a question of communication and coordination between suppliers, employees and customers. Language is an obvious barrier to good communication (Begg and Ward, 2023).

Effective communication can maintain good interpersonal relationships within an organization, and by encouraging employees to be creative and develop entrepreneurial activities, we only increase our success in the market. Entrepreneurs can motivate others, engage them in more efficient work, be responsible, and be focused on their own development.

Internal communication plays a crucial role in creating and maintaining effective communication channels between employers and employees, serving as an essential foundation for achieving various beneficial outcomes in organizations (Santos *et al.*, 2023).

Entrepreneurship has multifaceted significance. It has primarily human significance, followed by professional significance (Gasparski, 2019, p. 12). In the most general sense, entrepreneurship is associated with the process of organizing and conducting economic activity and taking risks associated with it (Cieślik, 2010). According to Drucker (2004, p. 29), entrepreneurship is primarily related to an attitude aimed at achieving success rather than a character trait. The author believes that "anyone who can face decision-making can learn to be a good entrepreneur and behave entrepreneurially."

Economically, entrepreneurship is perceived as the basis for economic development, manifesting itself in a constant pursuit of change and improvement in production, exchange, and consumption, as well as creating conditions for the better functioning of enterprises. It can be defined as all actions and initiatives aimed at achieving profit and taking risks, involving the production, offering, delivery, and sale of new products and services that best meet customers' expectations and market needs (Brzozowski, 2007, p. 197).

Siuta-Stolarska and Siuta-Brodzińska (2011, p. 399) define it as the process of establishing and conducting economic activity, including, among others, recognizing opportunities and possibilities of operating in the market, developing a business plan, gathering necessary resources, establishing a company, and managing it in subsequent stages of its development.

Entrepreneurship is an innovation act that involves giving existing resources new capabilities to generate wealth, as a character of the decision-making context with entrepreneurs' decisions. As a result, "an entrepreneur is someone who specializes in taking responsibility and making evaluative decisions that affect the location, form, and use of goods, resources, or institutions" (Waligóra, 2022, p. 28).

In this text, the authors focus primarily on the issue of communication in business as a stimulator of entrepreneurship development. Good communication is good human resource management aimed at the satisfaction and well-being of employees (Meirinhos *et al.*, 2023). Through a diagnostic survey and a questionnaire addressed to employees of three companies, an attempt was made to demonstrate the importance of communication and the use of business knowledge in entrepreneurial actions that affect success in business.

We have two basic models of entrepreneurial culture that determine positive and negative communication among people. In the USA, enterprising people start companies (part of them bankrupted, but are admired and respected by people. They learn from their mistakes and can start another one the next day. In Europe In Europe, a person who goes bankrupt is treated with contempt, as if you had done something terrible (Tracy, 2021).

In American business culture, we are dealing with a business cult. It is the result of combining the Protestant religion with the economy. It is worth mentioning Max Weber's famous thesis about the influence of the Protestant Reformation on the development of capitalism (Boulding, 1985).

Entrepreneurship develops when there is a general belief in the paramount role of economic life in the country. It is transmitted through education. The school subject "Business and Society" may be mentioned. Throughout the history of the United States, the dominant activity has been business. When other nations sought empire, fame, conquest, peace, or independence, the United States sought freedom and prosperity (Steiner, 1975).

2. The Economic Role of Entrepreneurship in the Economy

Entrepreneurship is currently widely recognized as a source of national and regional economic growth and is increasingly the subject of researchers' investigations (Psyk-Piotrowska and Sudra, 2014; Domański, 1994; Grzegorzewska-Mishka, 2010; Krzyżanowska, 2012; Sikorska-Wolak and Krzyżanowska, 2012, Borowiec-Gabryś and Cembruch-Nowakowski, 2023; Norena-Chavez and Thalassinou, 2022a; 2022b).

In this context, entrepreneurship has contributed to the development of regions and economic growth. It is a topic constantly discussed and accepted as a subject of research due to the continuous changes resulting from globalization (Malak, 2022).

There are various types of entrepreneurship, and the characteristics of the macroeconomic environment in which economic growth occurs also vary. Economies show constant fluctuations in entrepreneurial activity indicators, and it is important to investigate the reasons for this phenomenon (Stefański, 2017, p. 89).

Fluctuations in entrepreneurial activity indicators may be influenced by individual attitudes of current and future entrepreneurs as well as contextual factors in their economic environment. The combination of contextual factors in the economic environment is called the entrepreneurship ecosystem. Entrepreneurship ecosystems are defined as unique sets of contextual and individual actors that stimulate the search and discovery of entrepreneurial market opportunities through competitiveness and innovation to achieve economic growth.

The impact of the framework conditions of entrepreneurship on economic growth depends on the type of economy to which a given country belongs (innovation-driven economy or transition-driven economy).

More specifically, different factors drive the growth of innovation-oriented economies and economies in transition. For example, while taxes and bureaucracy have a negative impact on the economic growth of transition economies, they have a positive impact on innovation-driven economies. Research and development transfer

positively affect the economic growth of transition economies and negatively affect innovation-based economies (Kaliszczak, 2018, p. 113). Entrepreneurial activity is associated with economic growth. However, the role of entrepreneurship in economic growth can be significantly influenced by the quality of governance or the business environment in which economic growth occurs (Gruszevska 2015; Firlej 2012; Ziolo 2015).

The relationship between entrepreneurship and regional economic growth has always been a hot topic among researchers. However, the conclusions from this intense debate do not always converge in the same direction. Entrepreneurship often has a direct positive impact on economic growth, but in some geographical areas, it may not necessarily be positive, as in the case of some underdeveloped or peripheral regions.

Shared trust and local capabilities are present today in so-called "learning regions," where inter-organizational cooperation and the creation of sectoral clusters prevail, enabling synergy in terms of supply, production, promotion, and market responsiveness. It is precisely in less developed or less competitive countries where government policy and the dynamics of the domestic market have a greater impact.

In these regions, the creation of complex networks among regional economic entities is more intense, not only at the level of inter-company relations but also in higher education institutions, R&D laboratories, technological interface centres, collaborative laboratories, and digital innovation centres.

Competitiveness, according to the authors, can be defined as the economy's ability to compete in the global market, its ability to attract capital, generate wealth, create jobs and social welfare, and therefore depends on its ability to produce and introduce high-value-added solutions to the market. The key to competitiveness success lies in a new impulse built on a knowledge-based economy.

Transition to the so-called "advanced economies" stage implies the presence of entrepreneurship driven by opportunities, capable of generating stable and successful companies that pay well and make a solid contribution to GDP per capita (Pancer-Cybulska, 2018; Kraszewska and Pujer, 2017). Government programs aim to support innovation spirit, promote entrepreneurship, and create new businesses and new business models with added value in the market (Malak, 2023; Wyrzykowska 2020).

3. Communication as a Development Stimulator

Communication is the process of conveying information, ideas, thoughts, opinions, and plans between different parts of an organization. Good and effective communication is necessary not only for good interpersonal relationships but also for successful business. Effective communication of information and decisions is an

essential element of management-employee relationships. Communication is also a fundamental tool for motivation, which can improve the morale of organization employees.

Improper or faulty communication between employees or between a manager and his subordinates is a major cause of conflicts and low morale in the workplace. As Rogozińska-Pawelczyk (2014, p. 28) states, in efficient communication, easy access to information is as important as the ability to exchange information between individual employees and between supervisors and employees.

The American Management Association indicates that communication is any behaviour that leads to the exchange of meanings (Morreale, Spitzberg, and Barge, 2015, p. 276). Mruk (2002, p. 82) defines communication as the process by which information is conveyed between individuals and/or organizations, resulting in understanding and response. Nestorowicz (2004, p. 151) states that communication is the exchange of facts, ideas, opinions, or emotions between two or more people.

According to Penca (2010, p. 70), it is the process of transmitting information and understanding from one person to another. Essentially, it is a bridge of meaning between people. Using this bridge, one can safely cross the river of misunderstandings. Over 83 percent managers use mobile technology to improve communication with employees (SmartPulse, 2015).

The term "business communication" refers to all communications sent and received for business purposes, such as running a company, managing an organization, conducting formal organization affairs, etc. Business communication is marked by formality as opposed to personal and social communication. The success of any business largely depends on efficient and effective communication.

Communication is essential for maintaining healthy social relationships. It is also a major driver of progress. Whether it is personal or corporate communication, the essence of communication is informing, influencing, inspiring, motivating, building relationships, learning, gaining inspiration, promoting oneself, and socializing. Communication is also used for persuasion, negotiation, and improving work performance (Malak, 2023; Smoąg and Ślusarczyk, 2018).

Civilizational development means that there will be more and more innovative, effectively communicating entrepreneurs in the constantly changing market space. This is facilitated not only by the spread of knowledge but also by the growing curiosity of most societies, manifested in people's natural tendency to be original in the environments they represent (Barańska-Fischer, p. 83).

Communication is the foundation of organizational functioning because without it, any form of economic activity would not be possible, and its component elements could not exist simultaneously. When formulating communication acts, individual

information needs of employees should be taken into account, key areas of company operations should be established, and the purpose and forms of information dissemination should be defined, as well as the principles of checking the effectiveness of communication processes and their impact on organizational functioning (Rogozińska-Pawelczyk, 2014, p. 28-31).

The essential aspect of support is marketing communication. It is the plane of building and maintaining a competitive advantage in the market. It involves coordinating promotional activities and other marketing activities to communicate with customers. Typically, this is done through receiving and conveying specific content or information.

In a competitive and changing business environment shaped by the development of the information society, there is an increasing importance of carefully selecting the communication channels used by companies to create a convincing and precisely targeted message regarding the entity and its offer. Precisely executed marketing communication process allows for the creation and strengthening of relationships with customers, increases the interactivity of contacts, acquires broad knowledge about employees, customers, business partners, and competitors, as well as personalizes the transmitted information.

These factors - when properly utilized - can be the basis for increasing the effectiveness of marketing activities and consciously building a company's competitive advantage in the market (Budzanowska-Drzewiecka and Lipińska, 2012).

4. Research Methodology

The main objective of the research was to evaluate the communication system in the company, including factors determining the effectiveness of communication. Three companies were selected for the study, including two family businesses. The study was conducted in 2023. The research utilized the diagnostic survey method, with the research tool being a questionnaire survey, using the technique of the survey itself.

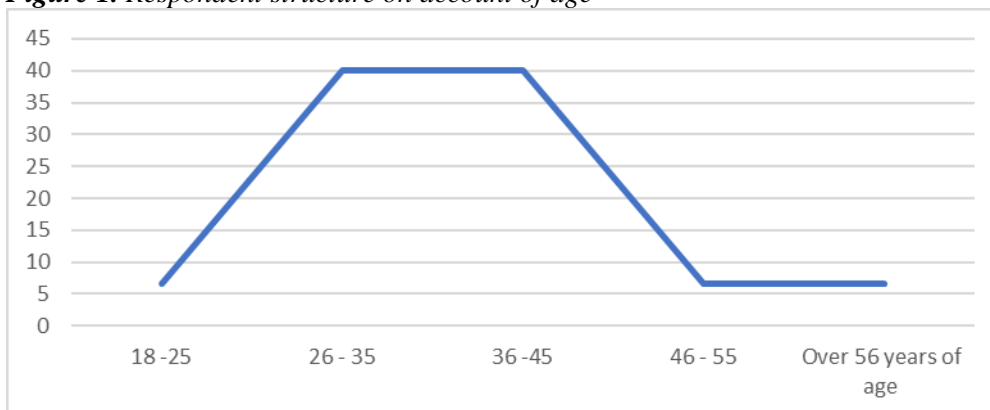
The study was anonymous, and the time to complete the survey was 15 minutes. The group of surveyed respondents consisted of 150 people. The subject scope of the research itself concerned areas such as the effectiveness of the communication process, the qualification of communication goals, checking employees' communication needs, making informed decisions and implementing ongoing changes, and sharing experiences in the workplace.

The study serves as a basis for further research in this area, drawing conclusions, and formulating recommendations for both the academic environment and individuals associated with business. In business practice, this is crucial for achieving success in business.

5. Research Results and Discussion

27% of women and 735% of men participated in the study. The largest group consists of employees aged 26 to 35 and 36 to 45, accounting for 80% of the workforce. The remaining age groups together account for 20% of working individuals."

Figure 1. Respondent structure on account of age



Source: Own elaboration.

The surveyed group of employees had 7 to 10 years of work experience (40%), 33% of employees had worked for 4 to 6 years, 20% of employees had worked for 1 to 3 years, and 7% of employees had worked for only one year.

Assessing the flow of information in the enterprise, it was found that communication is needed for the transmission and reception of information – 91 indications (Table 1). Other factors included, the form of establishing relations with the environment – 32 indications, behaviours and attitudes of employees, 18 indications and the function of transmitting instructions – 9 indications.

Table 1. Communication process for the employee

Communication according to respondents	Number of answers
Is a way of passing on and receiving information	91
Serves the function of passing on instructions	9
Is a form of forming relations with the surroundings	32
Influences the behaviour and attitudes of workers	18

Source: Own elaboration based on results of conducted studies.

Respondents were then asked to indicate what factors influence communication in the analysed companies in which they work (Table 2). On a 5-point scale, employees considered the communication skills of the management to be the most important (average 4.87). Employees' communication skills were also considered important

(4.73). These factors turned out to be the most important factor determining the effectiveness of communication in the company for employees. According to the respondents, the average score for all factors was 4.44, with factors that scored above the specified average (8 factors) having a greater impact.

Table 2. Summary of the distribution of assessments of the impact of factors on communication in the company

Factors	1	2	3	4	5	Average grade
Organizational structure	-	-	26,7%	20,0%	53,3%	4,27
Organizational culture and climate	-	-	20,0%	33,3%	46,7%	4,27
Communication skills of management	-	-	-	13,3%	86,7%	4,87
Communication skills of employees	-	-	-	26,7%	73,3%	4,73
Communication style of managers	-	-	20,0%	26,7%	53,3%	4,33
Relations between employees	-	-	6,7%	26,7%	66,7%	4,60
Relations between employees of particular salons	-	-	13,3%	20,0%	46,7%	3,53
Directions of communication	-	-	20,0%	20,0%	60,0%	4,40
Formal networks of communication	-	-	13,3%	20,0%	66,7%	4,53
Informal networks of communication	-	-	13,3%	26,7%	60,0%	4,47
Motivation	-	-	13,3%	20,0%	66,7%	4,53
Values believed in	-	-	13,3%	33,3%	53,3%	4,40
Employee experience	-	-	13,3%	13,3%	73,3%	4,60
Conflicts	-	-	-	33,3%	66,7%	4,67

Source: In-house analysis based on the results of the conducted research.

Among the 8 important determinants, the respondents specified, conflicts (4.67), relations between employees and their experience (4.60 each), motivation and formal communication networks also remain above the overall average (4.53). Slightly below the overall average, respondents indicated those factors that they believe are less important in effective communication: values and directions of communication (4.40), communication style of managers (4.33), organizational structure, and organizational culture and climate (4.27).

It is interesting to note that the employees considered the relations between the employees of individual salons to be an irrelevant determinant of effective communication in the company (3.53).

It was also decided to assess the level of communication manifestations in terms of their impact on the effectiveness of communication in the company. Most of the

indications received high marks, close to the overall average of 4.43⁵. The highest average of 4.60 was achieved by employees' access to business information. The second assessment is based on the ratio of information received to information required (4.53). The third place was taken by the speed of information flow and the adaptation of communication activities to the needs of employees (4.47 each) (Table 3).

Respondents rated below average the reliability and completeness of the information received (4.33) and the communication climate, which is important for building positive relationships at work (4.20).

Table 3. Summary of the distribution of evaluations of the manifestations of communication in the company

Aspects of communication	1	2	3	4	5	Average grade
Access of employees to business information	-	-	-	40%	60,0%	4,60
Speed of information flow	-	-	6,7%	40,0%	53,3%	4,47
Atmosphere of communication	-	-	20,0%	40,0%	40,0%	4,20
Reliability and completeness of received information	-	-	13,3%	40,0%	46,7%	4,33
Adjustment of communication activity to the needs of the employees	-	-	13,3%	26,6%	60,0%	4,47
The ratio of the amount of information received to the amount of information needed in business	-	-	-	46,7%	53,3%	4,53

Source: In-house analysis based on the results of the conducted research.

In the communication process, the flow of information between participants is important. An internal communication system is an ordered set of people with their communication skills, attitudes, knowledge, culture and belonging to the appropriate social system, as well as devices and procedures used to exchange information within the organization (Barańska 2007, p. 155; Murdoch 2003, p. 30; Jung-Konstanty 2011, p. 100).

In order to classify this picture well, respondents were asked to rate the effectiveness of the flow of information. Here, too, a 5-point scale was used⁶, and averages were calculated for each flow of information. As indicated, the information flow ratings are at the highest level of grades classified as good (overall average 4.27).

⁵The assessment was made on a five-point scale (1-definitely bad, 2-rather bad, 3-neither bad nor good, 4-rather good and 5 - definitely good).

⁶Rating: 1 – very poor, 2 – poor, 3 – average, 4 – good, 5 – very good.

Table 4. Assessment of information flow in company

Flow of information	1	2	3	4	5	Average grade
Between boss and subordinate	-	-	13,3%	33,3%	53,3%	4,40
Between subordinate and boss	-	-	13,3%	40,0%	46,7%	4,33
Between employees	-	-	6,7%	66,7%	26,7%	4,20
Between employees, sub-contractors and company representatives	-	-	6,7%	53,3%	40,0%	4,33
Between company representatives and employees	-	-	26,7%	40,0%	33,3%	4,07

Source: In-house analysis based on the results of the conducted research.

The highest percentage and average (4.40) were obtained by the flow of information between superiors and subordinates. This has a huge impact on the effectiveness of communication within the company, especially the communication activities of managers. In addition, respondents (4.33 and above) show equally important flows between subordinates and supervisors, employees and subcontractors, and company representatives, which are very important for receiving feedback. The flow of information between subcontractors, company representatives and employees were moderately poor (4.07).

The vast majority (99%) of employees believe that the best way to obtain information is through a formal route. The highest position was achieved by daily contact with the supervisor. This confirms that frequent contact with the employee is the responsibility of the management, which in turn results from corporate communication and control of this process. Employees attach importance to verbal communication because it is a fast form of communication and is characterized by immediate feedback.

The oral form is particularly important. In verbal communication, it gives the communicators more opportunities to express their feelings, which allows for a better reflection of the message. Thanks to this, the sender can direct the recipient to specific solutions or suggestions (Sypniewska 2015, pp. 67-68).

Unfortunately, sometimes there are also errors in the communication process. The reason for the emergence of communication barriers is the information gap in the communication system, which is the difference between the content of the expected and the actual received information by the recipient. It creates disturbances of the following nature: psychological, organizational, material-energetic and external (Sulyma, p. 18).

Table 5. Barriers to effective communication within the company

Barriers to effective communication	Number of answers given
Being under-informed	27
Overload of information	-
Lack of direct contact between all employees	43
Lack of appropriate tools of communication	-
Information takes too long to get from top-down	-
Contradictions in passed-on information	66
Blocking information by management	-
Blocking information by employees	-
Gossip	44
Purposeful misinformation	-
Lack of trust	-
Spatial barriers	20

Source: In-house analysis based on the results of the conducted research.

In the analysed study, the respondents indicate a small number of communication barriers in the company. It was pointed out that the biggest barrier to effective communication is conflicting information and the lack of connection between employees. A lack of communication between employees can lead to misinformation or conflicting information. Respondents also identified gossip as an effective barrier to informal communication networks and a lack of information. Additionally, effective communication has been found to increase productivity.

6. Conclusion

Nowadays, communication is used for a variety of purposes. Shaping it in business, especially entrepreneurial activities, is not easy (Voznesenska, 2022), but very useful. It allows you to build relationships with customers and business partners, exchange information, has an impact on customer loyalty, and allows you to better understand the expectations of company employees.

In important areas of business activity, the multifaceted importance of effective communication can be seen. Assuming that the overall assessment of the effectiveness of communication includes the achievement of communication objectives, then the full or incomplete achievement of these objectives translates into the assessment of the effectiveness of communication. The effectiveness of communication in the surveyed companies in various areas is more or less effective (grades above or close to the arithmetic average). It can be assumed that it is to a very high degree (Malak, 2023).

On the basis of the conducted research, no areas of ineffective communication were

identified. Respondents positively assessed the implemented communication goals. Management makes sure that employees receive all the necessary information they need to perform their daily duties.

The frequency of contacts has an impact on the effectiveness of communication. The most important information needed for communication activities comes from superiors. Employees themselves recognize that management's communication skills are most important for communication outcomes. The respondents also rated the flow of an appropriate amount of information between the supervisor and the subordinate the highest, recognizing this management skill as beneficial in the process of communication and use in business.

The results obtained in the study confirm the indications (above average) of a good flow of information, communication between the supervisor and employees, as well as employees and management, as well as a small number of communication barriers and a non-centralized communication structure.

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