

Електронний журнал «Ефективна економіка» включено до переліку наукових фахових видань України з питань економіки (Категорія «Б», Наказ Міністерства освіти і науки України № 975 від 11.07.2019). Спеціальності – 051, 071, 072, 073, 075, 076, 292.
Ефективна економіка. 2025. № 8.

DOI: <http://doi.org/10.32702/2307-2105.2025.8.98>

УДК 316.776.34: 005.3

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THE IMPACT OF BUSINESS COMMUNICATION ON BUSINESS SUCCESS

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ВПЛИВ БІЗНЕС-КОМУНІКАЦІЙ НА УСПІХ У БІЗНЕСІ

У статті досліджено сутність, значення та сучасні трансформації бізнес-комунікації як стратегічного інструменту досягнення успіху в організаціях різного типу. Авторами доведено, що ефективна комунікація є критично важливим чинником формування конкурентоспроможності, забезпечення злагодженої командної роботи, підвищення продуктивності, зниження організаційних ризиків і налагодження сталих зв'язків із внутрішніми та зовнішніми стейкхолдерами. Розкрито структуру бізнес-комунікації, охоплюючи висхідну, низхідну, горизонтальну, внутрішню та зовнішню форми комунікацій, кожна з яких відіграє специфічну роль у забезпеченні сталості та гнучкості управлінських процесів.

Окреслено основні функції бізнес-комунікації: передача інформації, координація дій, прийняття рішень, мотивація працівників, формування організаційної культури та іміджу. Особлива увага приділяється аналізу типових бар'єрів комунікації, таких як мовні й культурні відмінності, інформаційне перевантаження, відсутність навичок активного слухання, низька мотивація персоналу до комунікативної взаємодії, недосконалість організаційної структури обміну інформацією. Запропоновано шляхи їх подолання, що включають розвиток soft skills, упровадження систем внутрішнього зворотного зв'язку, міжкультурне навчання, організаційну підтримку горизонтальних комунікацій та використання цифрових інструментів.

У контексті діджиталізації проаналізовано роль сучасних комунікаційних платформ (ClickUp, Zoom, Google Workspace, ProofHub), їх функціональність, переваги для віддаленої співпраці та виклики, пов'язані із захистом даних та цифровою етикою. Обґрунтовано, що технологічні інструменти не замінюють комунікацію як соціальне явище, але трансформують її форму, швидкість і масштаб. Автори акцентують на необхідності стратегічного підходу до управління комунікаціями, що поєднує організаційні цілі з особистісним розвитком співробітників та цифровими можливостями. Визначено, що бізнес-комунікація в умовах

цифрової трансформації потребує постійного удосконалення, адаптації до культурного контексту й технологічних змін, а її ефективність значною мірою впливає на результати діяльності підприємств. Запропоновано напрями подальших досліджень, зокрема оцінювання ефективності цифрових комунікацій у мультикультурних командах та роль комунікації у сталому розвитку бізнесу.

The paper examines the essence, importance and modern transformations of business communication as a strategic tool for success in organizations of different types. The authors have shown that effective communication is a critical factor in the formation of competitiveness, ensuring coordinated teamwork, improving productivity, reducing organizational risks and establishing sustainable ties with internal and external stakeholders. The structure of business communication is revealed, covering the ascending, descending, horizontal, internal and external forms of communication, each of which plays a specific role in ensuring the sustainability and flexibility of management processes.

The basic functions of business communication are outlined: information transfer, coordination of actions, decision-making, motivation of employees, formation of organizational culture and image. Particular attention is paid to the analysis of typical communication barriers, such as linguistic and cultural differences, information overload, lack of active listening skills, low staff motivation for communicative interaction, imperfection of the organizational structure of information exchange. Ways to overcome them are proposed, including the development of Soft Skills, the introduction of internal feedback systems, intercultural training, organizational support for horizontal communications and the use of digital tools.

In the context of digitalization, the role of modern communication platforms (Clickup, Zoom, Google Workspace, Proofhub), their functionality, benefits for remote cooperation and call protection and digital ethics are analyzed. It is substantiated that technological tools do not replace communication as a social

phenomenon, but transform its shape, speed and scale. The authors emphasize the need for a strategic approach to communicating management, which combines organizational goals with the personal development of employees and digital capabilities. It is determined that business communication in the context of digital transformation requires constant improvement, adaptation to cultural context and technological changes, and its efficiency greatly affects the results of enterprises. The directions of further research are proposed, including evaluating the effectiveness of digital communications in multicultural teams and the role of communication in sustainable business development.

Ключові слова: *бізнес-комунікація; цифровізація; внутрішні комунікації; зовнішні комунікації; комунікаційні бар'єри; інструменти комунікації; ефективність бізнесу; командна взаємодія; організаційна культура; ділове спілкування.*

Keywords: *business communication; digitalization; internal communication; external communication; communication barriers; communication tools; business efficiency; teamwork; organizational culture; corporate interaction.*

Statement of the problem and its connection with practical tasks.

Everyone knows that we use different types of communication in our daily lives and they play a crucial role, with various forms used depending on the context. In personal interactions, we may use informal language, body gestures, or casual conversations, however, when it comes to doing business, there is a specific and more formal style known as business communication. This is where business communication comes in – a specific style of communication that is essential for success in any organization. Business communication involves sharing information and ideas between individuals within an organization, as well as with external stakeholders such as clients, customers, suppliers, and partners. In this paper we will shed light on the concept of business communication, its importance in today's business world, and the significant role it plays in achieving business success. We

will explore several key aspects of business communication, including internal communication within companies, communication with customers and business partners, and the use of modern communication tools. The paper will highlight how effective communication can improve decision-making, enhance team collaboration, build stronger relationships with clients, and ultimately lead to better business outcomes.

The purpose of the paper. The aim of this paper is to provide a clear understanding of why business communication is critical to business success and how organizations can use it to achieve their goals. We will also look at some challenges businesses face in communication and offer insights into strategies for improving communication practices to ensure smoother operations and stronger business performance.

Analysis of recent research and publications. When it comes to doing business, we should always remember that communication is one of the most fundamental parts. If the appropriate style of communication is not used and business communication is not applied effectively, it can result in a range of negative consequences for a business. Misunderstandings can arise between team members, clients, and external partners, which can harm professional relationships. Poor communication may lead to confusion regarding goals, expectations, and responsibilities, causing delays and errors. Moreover, ineffective communication can damage the reputation of the business, as clients and partners may perceive the company as unprofessional or disorganized. This, in turn, could result in lost opportunities, decreased trust, and potentially the loss of clients. Furthermore, when business communication is not handled properly, it can hinder decision-making processes, reduce teamwork and collaboration, and ultimately affect the overall success and growth of the business. Therefore, adopting effective business communication strategies is crucial for maintaining a positive, productive work environment and ensuring the smooth operation and development of the business.

To shed light on all important aspects of this topic, we carefully researched papers by both foreign and Ukrainian specialists.

The main point is to understand the meaning of business communication. A lot of specialists give their own definition but all they agree that it is a certain exchange of ideas between at least two people in order to achieve some common goal.

Raymond Lesikar defines business communication as a process or activity that facilitates collaboration and teamwork among individuals. Ricks and Gow describe business communication as a system that brings about change across the entire organization. According to W.H., it involves the exchange of business-related thoughts, ideas, and information between relevant parties. Prof. J. Haste explained that business communication occurs when two or more individuals in a business context exchange information to effectively manage and organize business activities.

According to the Dr. A. Jesintha Rani and others' paper "Effective Business Communication In The Digital Age: Strategies For Success": "In today's fast-paced and interconnected business environment, effective communication is paramount for organizational success. Despite the abundance of digital communication tools, many organizations struggle to communicate effectively. Understanding the dynamics of effective business communication in the digital age is crucial for organizations to thrive in today's competitive market." [1].

Presentation of the main material of the study with a full justification of the obtained scientific results. So, the dynamics of communication have drastically changed with the rise of digital platforms, yet the core principles of business communication remain crucial. Organizations must adapt their communication strategies to ensure they remain effective in a digital-first world. This involves not only using the right tools but also understanding how to convey messages in ways that resonate with diverse audiences, both within the company and with external stakeholders. Effective communication can enhance decision-making, foster collaboration, and improve relationships with customers and partners. In contrast, poor communication can lead to confusion, decreased productivity, and a negative impact on business outcomes. In our view, businesses

that fail to prioritize and improve their communication strategies risk falling behind in today's highly competitive market. As technology continues to evolve, organizations must remain agile and focus on mastering the art of communication to ensure long-term success.

On top of that, there is not only one type of business communication because an organization employs a range of communication methods, such as in-person meetings, phone conversations, text messages, and other traditional written formats. It's important to consider the different types of corporate communication, as they can impact both the tone and content of the message. Different sources categorize business communication in various ways, however, all of these types ultimately describe different ways communication occurs within and outside of an organization [3].

As a result, we have compiled our own Figure 1 that will help clarify everything.

Now, let's explore the significance of business communication.

Business communication is essential for the efficient functioning and overall success of any organization. It impacts several critical areas, such as decision-making, employee engagement, productivity, and relationships with external stakeholders. The quality of communication within a company can have a direct effect on its reputation and its ability to thrive in a competitive marketplace. Using the paper "What is Business Communication, and why is it important?" of Archana Rao we can clarify some of the key roles that business communication plays in driving organizational success [2]:

1. Top-to-Bottom Communication

Top-to-bottom communication refers to the flow of information from senior management to employees at lower levels. It is essential for disseminating company decisions, goals, and directives, ensuring that all employees are aligned with the organization's mission. When executed properly, top-to-bottom communication fosters a clear understanding of the company's objectives and promotes unity across teams.

Upward Communication	• Communication that flows from subordinates to superiors. • It helps managers receive feedback, understand employee concerns, and stay informed about daily operations.
Downward Communication	• Communication that flows from superiors to subordinates. • It is used to provide instructions, policies, and information from the top down.
Lateral (or Horizontal) Communication	• Communication between colleagues or departments at the same level within the organization. • It facilitates collaboration, the exchange of ideas, and coordination among peers.
Internal Communication	• Communication that takes place within the organization. • It helps employees stay informed, collaborate, and align with organizational goals.
External Communication	• Communication between the organization and external parties such as clients, customers, suppliers, and the public. • It helps build relationships, promote products, handle customer service, and manage the company's public image.

Figure 1. The types of communication

Source: formed by the authors

However, it can become problematic if communication is overly hierarchical or one-way, causing delays in decision-making or employee disengagement. It is crucial for companies to ensure that this communication is clear and encourages feedback from lower levels to improve overall performance.

2. Peer-to-Peer Communication

Peer-to-peer communication is the exchange of information between colleagues at the same organizational level. It is important for collaboration, idea sharing, and problem-solving. In daily work, employees often rely on their peers for support, advice, or information to complete their tasks efficiently. Peer-to-peer communication enhances teamwork, increases productivity, and creates a positive work environment. When colleagues communicate effectively, it contributes to a more harmonious and productive workplace where everyone can achieve common goals.

3. Bottom-to-Top Communication

Bottom-to-top communication occurs when employees at lower levels share information, feedback, and ideas with upper management. Although this type of communication is less prevalent than top-to-bottom communication, it is equally important. When employees feel that their voices are heard, it boosts their engagement and morale. Bottom-to-top communication provides valuable insights from those who are closest to daily operations, allowing management to make informed decisions that align with the needs and challenges of the workforce. Additionally, it helps to identify areas for improvement and supports a culture of openness and trust.

What is worth saying is that business communication is crucial in shaping internal processes, including fostering teamwork, resolving conflicts, and enhancing employee engagement.

1. Fostering Teamwork

Effective business communication is essential for promoting collaboration and enhancing teamwork. When communication flows seamlessly within a team, it helps share ideas, clarify goals, and ensure everyone is aligned. This alignment reduces misunderstandings, allowing team members to coordinate more effectively. Regular updates, constructive feedback, and open communication also build trust among colleagues. Teams that communicate openly are more likely to work together efficiently and reach their objectives.

2. Conflict Resolution

Communication is fundamental to resolving conflicts in the workplace. Miscommunication is often at the root of conflicts, and effective communication can address misunderstandings before they escalate. Providing open channels for discussion, feedback, and expressing concerns enables conflicts to be resolved constructively. Managers and team leaders must possess strong listening and mediation skills to find solutions that benefit all parties. Clear communication also sets expectations and boundaries, which can prevent future conflicts from arising.

3. Employee Engagement

Business communication plays a vital role in boosting employee engagement by ensuring employees are informed and involved in decision-making. Open and consistent communication increases morale and fosters a positive work environment. When employees are aware of company goals, changes, and expectations, they feel more engaged and motivated to contribute to the organization's success. Transparent communication that encourages feedback cultivates a sense of belonging and empowers employees to be proactive, enhancing their commitment to their roles.

Effective workplace communication is a critical factor that can determine the success or failure of any business, regardless of its size. Organizations that foster open dialogue, provide regular updates, and ensure clarity in their communication processes are better equipped to address potential challenges. Proactively resolving conflicts through transparent practices and clear channels helps build a culture of trust, which is essential for overcoming both internal and external communication barriers. By prioritizing robust internal communication strategies, businesses can strengthen their internal alignment and enhance their ability to navigate broader challenges, reinforcing overall organizational effectiveness [4].

Understanding communication barriers and how to address them is vital for both an organization and its employees. A communication barrier is anything that hinders the accurate exchange of messages—either by making it difficult to receive and interpret a message or by preventing others from understanding what is being communicated. These barriers can occur in both informal and formal settings. Informal settings often involve social gatherings, such as meetings with family, friends, or acquaintances, while formal settings typically encompass business transactions, company meetings, or institutional information-sharing for services or diplomacy.

Soft skills coach Darren A. Smith highlights 11 key communication barriers [5], while Nikola Baldikov, head of marketing at Brosix, identifies 14 [6]. Based on their insights, we've pinpointed five primary obstacles to effective business communication:

1. Language Barriers

Language barriers arise when individuals cannot understand each other due to differences in spoken languages or variations in language comprehension. When two or more people lack a common language, the exchange of ideas becomes challenging and often leads to misunderstandings. Even among speakers of the same language, differences in accents, dialects, or colloquial expressions can confuse. Misinterpretations of words or gestures in such scenarios can harm team cohesion and create unnecessary conflict.

2. Cultural Barriers

Cultural barriers stem from differences in worldview and socialization influenced by upbringing and cultural background. In multicultural workplaces, misunderstandings may arise due to varying beliefs, taboos, or interpretations of symbols and gestures. These differences can complicate communication and create obstacles to mutual understanding.

3. Information Overload

While keeping employees informed about business decisions is crucial for engagement, overwhelming them with excessive information can backfire. Juggling multiple information sources at once can diminish one's ability to process important details effectively. This overload often leads to frustration, fatigue, and critical gaps in understanding, which can negatively impact productivity and decision-making.

4. Poor Communication Skills

Not everyone has the same level of proficiency in communication, and acknowledging this is the first step toward improvement. Many individuals struggle to listen actively, especially when distracted by multitasking—be it working on an urgent task or listening to music during a conversation. Developing strong listening and articulation skills is essential for minimizing misunderstandings and fostering meaningful interactions.

5. Lack of Effective Communication Processes

Every organization has unique communication needs, and its internal communication strategies should reflect this diversity. An effective communication framework must address all levels of communication—horizontal, downward, and upward. Establishing clear and actionable processes at each level ensures that information flows smoothly and supports organizational goals.

By improving skills, embracing diversity, and leveraging technology, communication barriers can be minimized, promoting collaboration and effective achievement of common goals not only within the team but also in communication with customers and business partners.

It is important to note that communication evolves in response to changes in society and technology. For businesses, such transformations primarily drive shifts in consumer behavior and the actions of other stakeholders, highlighting the need for continuous updates to business communication strategies to maintain competitiveness.

The ongoing process of digitalization has a particularly significant impact on business communication. As a systematic and continuous integration of digital technologies into society and business, digitalization requires adapting business processes to the changing market environment and leveraging innovations to ensure sustainable development and competitiveness [7].

“More and more companies have been relying on technology—and for very good reason. However, these companies must also scrutinize these applications to avoid data loss or breaches. Data security should be one of an organization’s most important investments to avoid legal consequences and/or ramifications.” [8].

That said, selecting the right team communication tools is essential for businesses. By choosing internal communication tools with end-to-end security, organizations can better safeguard their communication and sensitive data.

When it comes to communication tools, these platforms are now equipped with features such as task management, instant messaging, collaborative document editing, virtual meetings, group chats, and video call capabilities. Here are some examples widely used by modern companies and businesses [8]:

1. ClickUp

ClickUp is a comprehensive project management and productivity platform designed to centralize workflows and enhance team communication by consolidating all tasks in one place.

2. Zoom

Zoom has become a crucial tool for maintaining team connectivity, emerging as one of the most effective workplace communication solutions in recent years. Its "one platform" approach underscores its ability to seamlessly connect team members, fostering collaboration and innovation.

3. Google Workspace

Google Workspace is a versatile suite of business applications that facilitates collaboration not only within teams but also with clients and external partners. Known globally for its wide adoption, Google Workspace simplifies internal and external communication through a unified platform.

4. ProofHub

ProofHub is an integrated project planning and collaboration tool that enables teams to efficiently plan, manage, and deliver projects. It combines project management and communication functionalities, offering an intuitive interface for team discussions, announcements, and company updates.

5. Messengers

Messengers are versatile communication tools offering instant messaging, audio and video calling, group chats, file sharing, and remote screen sharing capabilities.

Despite the vast variety of modern communication tools, the core formats of interaction remain unchanged. Traditional forms of communication, such as interpersonal communication, mass communication, and intercultural interaction, retain their essence while adapting to new technological conditions.

Additionally, the evolution of text messaging as a new form of language communication demonstrates that, despite technological shifts, the primary principles of information exchange among people remain intact [9].

Conclusions from this study and prospects for further research in this direction. Effective business communication is a cornerstone of organizational success, influencing decision-making, employee engagement, productivity, and relationships with external stakeholders. Despite the evolution of technology and the emergence of modern tools, the core principles of communication remain steadfast, underscoring its critical role in navigating today's dynamic business environment.

By identifying and addressing key barriers such as language differences, cultural misunderstandings, and information overload, organizations can foster an environment of collaboration and trust. Moreover, leveraging advanced communication tools like ClickUp, Zoom, and Google Workspace can enhance connectivity and efficiency, particularly in remote or hybrid work settings. However, it is crucial for companies to remain vigilant about data security while integrating these tools into their workflows.

Digital transformation continues to reshape the landscape of business communication, offering opportunities to innovate while preserving traditional interaction formats. Organizations that balance these elements effectively will be better equipped to adapt to market demands, maintain competitiveness, and achieve sustainable growth. To thrive in an increasingly interconnected world, businesses must prioritize communication as a strategic asset, continually refining their practices to meet the needs of diverse stakeholders and embrace the possibilities brought by technological advancements. We believe that among the highest priority areas of further research could be the assessment of the effectiveness of digital communications in multicultural teams and the role of communication in sustainable business development.

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Стаття надійшла до редакції 04.08.2025 р.