

COMMUNICATION OF KOSOVO LEADERSHIP IN CHALLENGING ENVIRONMENT

A Case Study of Private Companies in Kosovo

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Abstract

Effective communication is located in the center of almost every aspect of business activity because it connects the company with all "stakeholders" with which business interacts: employees, clients, suppliers, community etc. Its efficiency, quality or innovation need to be improved, for this great communication skills are needed. Since the period after war in Kosova, important changes in the image of the society were observed, the way of behaving, concept of problems as well as in the form of ethics of communication. But there is a lack of communication which obstruct the process of effective economic development in Kosova enterprises and which should improve based to some recommended methods. Fierce competition, politic law / politic stability problems of environment, entry barriers, limited market, lack of investment guarantee, lack of promoting support of investments, high taxes, all these are involved in challenging environment in which Kosova leadership in private companies operates. These represent all the barriers that influence economic development of the country and reflect in uncertainty of work problems as well as in ineffective communication. Purpose of this paper is presenting some methods or practices that leadership should use for avoiding economic problems in challenging environment which would help the company in increasing of efficiency and effectiveness of the communication.

Key Words: Communication, enterprise, challenging environment, efficiency, economic development.

INTRODUCTION

Leadership plays important role in economic field including its activities as creativity, motivating, positive influence towards dependents, honesty, integrity, personality, sustainability, idea accumulation, decision making, etc. Since it includes many significant characteristics which influence the success of enterprises - not mentioning those of an autocrat leader and not cooperating one.

Since that the importance of the studying stands at the communication of leadership mentioning variables which roughen communication cause of the government interventions, lack of trainings, lack of the capital for employee advances, market problems, unemployment etc. it is worth to mention that the communication is considered as “verbal column” of everyday life for individuals as well as for the companies. The existence and availability of numerous communication techniques, importance, that decision makes as well as what we will communicate suggest that this communication process shall be treated seriously.

The importance and role of communication is highlighted by different authors. For example Ch. Barnard emphasizes that:” communication should occupy prime location in theory of organizing”. Also based to it, main function of an execution is building and maintaining of a certain efficient system of communication.

It is important that despite of all barriers for developing of enterprises focusing in, communication should lean on efficient techniques of communication as Ch. Bernard emphasized to fight for a democratic and free system, to express our ideas and to step in more in every progressive European system.

STRATEGY OF IMPROVING COMMUNICATION IN ENTERPRISE

According to Herbert A. Simon, organization is defined as a complex model of communication and other relationships that are being established between human beings. Even though communication does not represent important visible activity of organization it plays a role of blood that gives life and makes existence of that organization.

Continuous improvement for employees and consumers is precondition for improved communication, Kosova enterprises should obtain good and effective politics which influence performance of employees as well as good service for consumers. Interpersonal communication varies in form that from direct orders till occasional expressions. Primarily the way how managers connect and learn from people in their environment is through interpersonal communication it means through the information that they receive and broadcast (Koxhaj. A & Tomimi. F “Managing of Communication” , Tirana, 2012).

Strategy of improving interpersonal communication shows that an individual can use two strategies; exposing and feedback. Exposing is a strategy that it can be used when the individual requests to be open and honest with others which means that individual uses exposing to increase the amount of information. Feedback is improving strategy when a person doesn't know or does not understand effective communication that is being developed through feedback from who knows more.

This improving strategy in Kosova are less evident, these methods should be applied more in a way that we could come to improvement of enterprise politics for efficiency and development. Some of the main characteristics of effective communication are:

1. Gives practical information, despite if it has to do with terms of company politics or with encouraging for performing a certain action.
2. Gives more evidence and less impression using specific expressions, specific details and clear, convincing, exact and ethical information.
3. Clarifies and focuses the information, highlighting the most important information. Messages that select and summarize information are very effective.
4. Identifies responsibilities accurately, writing messages in such a way that requests answers from specific audience. Express clearly about what you expect from listeners and what can you do for them.
5. Convince others to give recommendation explaining to listeners about what benefits will have by the answer towards your message on the desired way.

IMPROVING COMMUNICATION ETHICS IN KOSOVA ENTERPRISES

Most organizations make efforts to ensure ethical behavior and moral consequence of the communication through processing and announcement of mandatory rules. However, key to the development of ethical communication in the enterprise remain at individual behaviors of managers and supervisors. Primarily a manager must constantly discuss about communication ethics in business or in his organization. This means that the method of determining the communication should be revised from time to time, to behave in accordance with the stage of moral development and the current needs of society (www.ikub.al).

Review communication methods as a technique used in recent years, is an effective method to control communication policies, procedures, network and all its activities. Complex language ranks as one of the most serious problems of effective communication. In a communication ethics, based on codes of ethics processed, in rules adopted, or in other cadres received; it is important also to choose a form of disclosure. Should this information be given directly, verbally (phone, radio, etc.) or in writing (letters, books, newsletters, commercials, etc.).

We present a communication model which explains the efficient connection of enterprises in Kosovo which should apply as a method of tuition to increase performances. Since quality is at the center of any process, and is also associated with communication which are key problem in Kosovo – a country in transition with problems of political influence, that is reflected in the recent years with a more autocratic leadership and destroys performance. The presented model shows an efficient interface that enterprises should use, to focus on the point of coding where companies have their own internal codes which operate only within the enterprise, but recent years policy government exceeded its legitimacy by advocating for more personal political interests rather than economic.

Figure 1 Perceptual process model of communication

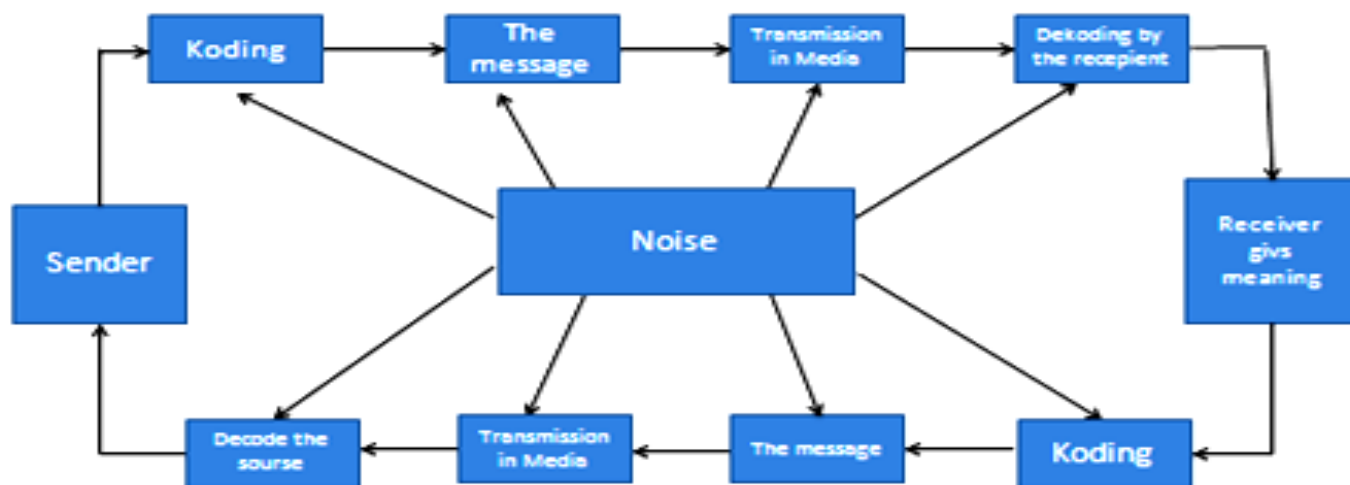


Table 1 Barriers for effective communication

Barriers	Description
Filtering	The deliberate manipulation of information to appear more favorable to the recipient.
Selective perception	Making communications selectively on the basis of what one sees and hears depending on the needs, the motivation, experience, background and other personal characteristics of its own.
Overloading of information	When the amount of information that should be facing someone exceeds its processing capacity.
Emotions /language	How the recipient feels when receiving a message. Words have different meanings to different people. Recipient for the words that are being communicated use their self-determination.

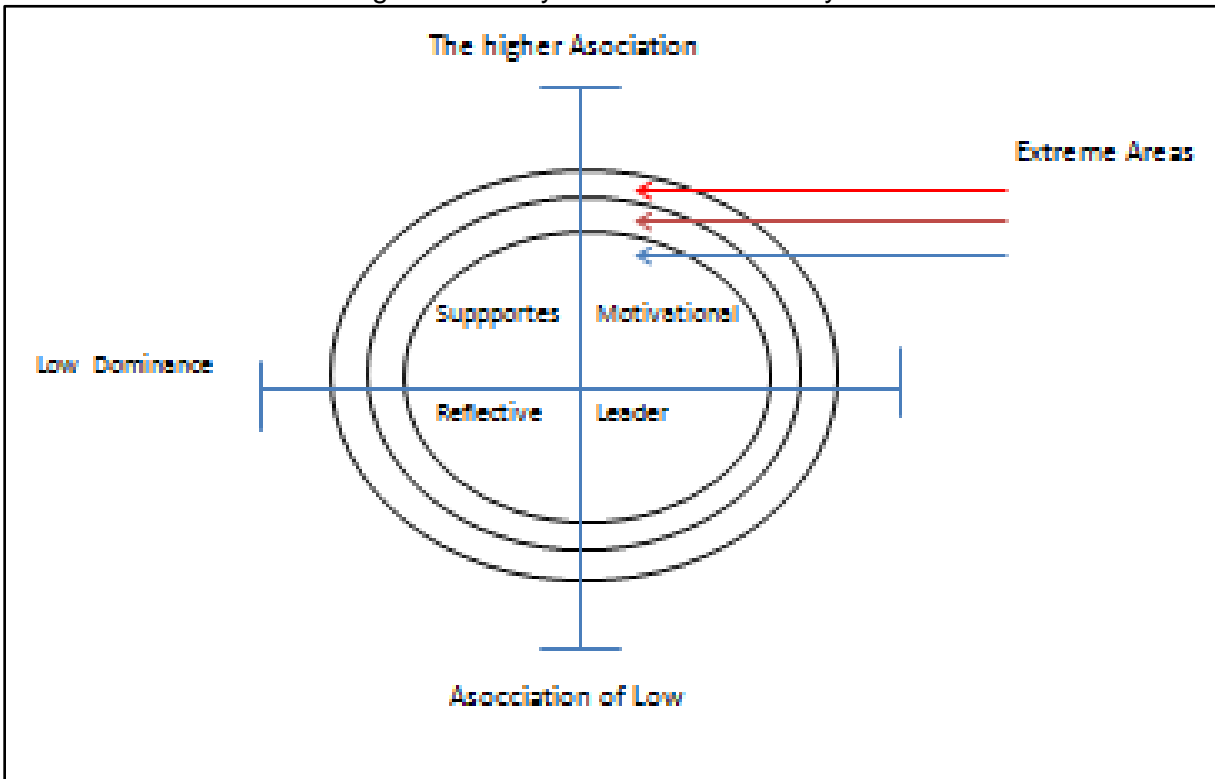
Gender	The way women and men react to communication can be different and may have a different communication styles.
National culture	Differences in communication stem from different languages that individuals use to communicate and national cultures where they belong.

Source: De CENZO.R "Bases of Managing" Uet 2011, page. 489

COMMUNICATION CHANELS AND THEIR IPMORTANCE TO PRIVATE ENTEPRISES IN KOSOVO

Communication channels are link between persons within its exchange information throughout the hierarchy of its own. Structuring an organization must provide communications in four different directions;

Figure 2 Variety of communication styles



Source: www.ubt.edu.al

1. **Communication from upside down** for some individuals of the higher level of hierarchy to those at low level but this type of communication in many organizations is inadequate.

Based to the research in private enterprises in Kosovo reflects the dissatisfaction on the low levels about this kind of communication methods because are not being used methods for

informing employees about the organization's decisions, communication with employees should be undertaken with a trained staff of experts which aims following purposes: a.) to explain the organization's plans and programs as they are implemented, b) to respond to complaints, c) to protect existing condition and those who are responsible for it.

2. **Communication from down to top** that comes from individuals in lower levels to the higher levels of hierarchy, these are effective communication because they provide to employees the right to talk and to express dissatisfactions, and they feel important because the high managing depends from dependents for necessary information.

In private enterprises in Kosovo based to the surveys that were done this type of communication is suitable for dependents because it gives to director's information and feedback, refers dissatisfaction and complaints, make suggestions and proposals, asks for advices, based to these points when we have to deal with a big number of employees which express an idea or a proposal for the work, their intention will be fulfilled based to the managers analyses.

3. **Diagonal communication** means the transfer of information between departments at various levels, for example, a controller with an operating problem before taking a disciplinary measure seeks advice from the director of personnel. This kind of communication made possible following points :a)Asks and provides expert advice b) Coordinates the project team tasks c) Facilitate the cooperation of specialists from different countries.

In private enterprises in Kosovo, this kind of communication applies when employees cannot communicate effectively through other channels.

4. **Horizontal communication** means the flow of information between equal groups and the persons of the same level of power and responsibility (www.Kolegji Universum.org "Business Communication" Pristine 2012, pg 29). This type of communication gives information and separation, helps in coordinating of new ideas and duties, eases problem resolving, gives possibility to the employees to back up each other mutually.

In private enterprises in Kosovo this type of communication is being applied sufficiently since that again is being focused at advantages of the above-mentioned employees in horizontal communication.

ANALYSES

Case study: Private enterprises in Kosovo

Table 1 Categorization of enterprises by size

Classification by size	No of employees	No of enterprises	Total %
Micro	1-9-employess	3082	99.39%
Small	10-49-emplooyees	16	0.52%
Middle	50-249-employees	2	0.06%
Big	250 and more employees	1	-
Total		3101	100.00%

Source: Categorization of enterprises by size (ASK "Statistic repertoire on economic enterprises in Kosovo" (TM1-2013), pg.12)

Analysis of the research will focus on small enterprises and the importance of the research lies in the communication of leadership in a challenging environment Kosovo enterprises.

Number of surveyed/ managers in enterprise in Kosovo is 16 and by the total of these we will show results presented on the tables in percentage %

Table 2 Survey Responses

Is ethical code recognized at your company?	Freq.	Percentage
Yes	16	100.0%
No	0	0%
Maybe	0	0%

Is ethical code of communication applicable in your enterprise?	Freq.	Percentage
More	13	81.2%
Less	3	18.7%
None	0	0%

How much influence has complicated language of communication at your enterprise?	Freq.	Percentage
More	12	75.0%
Less	4	66.6%
None	0	0%

Do you think that the reason of ineffective communication in your enterprise is complicated language?	Freq.	Percentage
It has influence complicated language	13	81.2%
Does not have influence complicated language	2	12.5%
None	1	6.2%

Which from these barriers for effective communication influence more in your enterprise?	Freq.	Percentage
Filtration	1	6.2%
Selective perception	1	6.2%
Overload information	5	31.5%
Emotions	1	6.2
Language	1	6.2
Gender	1	6.2
National culture	6	37.5

What kind of influence has upside-down communication in motivating/ performance of dependents at your enterprise	Freq.	Percentage
Positive influence	5	31.2%
Negative influence	10	62.5%
None influence	1	6.2%

What kind of influence in informing and motivating of the employees has communication from low level to upper level?	Freq.	Percentage
Effective influence for employees and enterprise	14	87.5%
Not effective influence for employees and enterprise	1	6.2%
None of influence	1	6.2%

At diagonal communication flow of information between different levels of departments does it have positive influence in the success of your enterprise?	Freq.	Percentage
Has positive influence	6	37.5%

In specific cases	8	50%
Does not have influence	2	12.5%

How much influence has horizontal communication in feeling of importance for dependents and is it applicable in your enterprise?	Freq.	Percentage
Very effective and applicable	11	68.7%
On the average effective and applicable	4	25%
None	1	6.2%

RECOMMENDATIONS

- Leaders should be motivated and creative for ideas and visions.
- Communication and ethics shall be treated as tool by which individuals get connected in organization for achieving of common goal.
- Effective language in communication should be used between superiors and dependents in an organization.
- Leaders of organizations should review ethical norms and regulations often for a better and clear communication and to reduce mistakes of employees in an organization since they come from lack of communication.
- Managers should be notified about the barriers that obstruct during communication so that they could be perfect in teamwork.
- During one task, managers should not throw down any part of communication because it actively affects proper decision making.

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