**COMMUNICATION IN SPORT**

The development of business ethics developed in accordance with the development of society, and in that sense it proceeded in accordance with current social phenomena. Therefore, in some periods, approaches related to the field of business ethics have changed.

*Business ethics*is especially the character of the 90s. It is a period of economic recession in many areas of business, a period of strong competition in the world market, a large reduction in the number of employees, mergers, exceptional labor mobility (which becomes international, consists of more races, both sexes, is more diverse and educated), etc. .

Business ethics means the obligation (comitment) to do the job in an appropriate way and means responsibility for its (dis)approval . In this sense, the morally responsible person undertakes to do the job and to accept responsibility for failure or error. Responsibility can be personal, when ethical norms are violated and the individual gains personal benefit at the expense of the general interests of the company, and it can also be corporate social responsibility.

One of the more acceptable definitions is the definition of S. Rakas. Starting from the basic principles of ethics and their application to business behavior, business ethics is defined as “a *set of moral norms on behavior towards the socio-cultural business environment, other people with whom business contact is made and decision-making, duties, obligations, rights and responsibilities. in all aspects and spheres of business. ”*It studies the moral rules of conduct in all business activities aimed at a successful and profitable business. These rules must be consistent with general social attitudes and value systems.

In order to fully integrate business ethics into the business practice of an economic entity, it is necessary that it be realized on three levels:

1. *Individual level -*implies that employees and members of the body of the business entity, as well as persons employed on the basis of the contract in performing their work tasks and obligations act not only in accordance with legal regulations but also with basic moral values.
2. *Organizational level -*assumes the application of business ethics within the business entity. At the same time, it is very important to what extent the economic entity, when making and implementing business decisions, respects the basic ethical values ​​and the character of mutual relations in the economic entity.
3. *Social level -*expresses the degree of respect for ethical principles in relations with the environment, because it is of mutual interest.

The relationship between law and morality occurs in the following relations:

* Many laws prohibit immoral practices.
* The law is mostly reactive.
* Not all laws are morally defensible.
* Not everything immoral can be declared illegal.

Business communications, as part of business ethics, is one of the more important activities in an organization. In this research, we will explain some of its main characteristics, the rules that must be followed, as well as the communication process itself. As in any process, there are certain obstacles in this one, but there are also ways to overcome them. Communication is necessary for a person, but quality business communication is necessary for every sports organization that wants to succeed.

# CONCEPT AND CONTENT OF COMMUNICATION

The process of leadership and management is a multifactorial methodological function, which begins with ideas, attitudes and principles, and then, cascading, based on analysis, through the functions of planning, organization, communication, monitoring, control, leadership and coordination, decide on measures and actions that will most effectively try to achieve the set goals. This approach dates back to the end of the 19th century, when the first four basic functions of management were described: planning, organizing, leading and controlling. However, with the development of human thought , science, technology, communication skills, as well as due to political, economic and socio-cultural changes at the global level, it was concluded that communication, leadership and coordination are a kind of management triassic of modern times. necessary for management in a well-planned, organized and controlled environment, community, project team, institution or parts thereof.

*Communication,*as the third function of the managerial procedure, represents a two-way process and the basic need of living beings in general, and thus of man as a paradigm of the highest spiritual, mental and social value on the planet. We must not think of business communication skills as a group of partially related concepts or look for solutions exclusively at the level of those inherited and learned abilities, but to transfer our overall scientific, professional, educational and psychological knowledge in the right place at the right time, in the right way and to be done by the right people.

Communication is the process of transmitting information, meaning, from one person to another, through understandable symbols or signals, or a form of symbolic interaction. It is a way of mutual exchange of thoughts, ideas, desires, wills-messages, with the help of which human relations (intimate, personal, business, social and others) exist and are constantly evolving. That is why it is important to emphasize that the process of communication represents a personal and social relationship, that is, it contains a personal and social dimension. At the same time, communication is a socio-psychological relationship, which is established between two or more people in the current thought process .

Human communication is a creative activity-human for as much as it is in function, that is, for as much as it is a means for the realization of moral desires in the process of action. Through communication, a person moves, encourages and influences the world around him, the creation and upgrading of the same world, his environment, which he interprets and to which he constantly gives his answers. According to this, communication is *related to time (subject to decay, inertia and completion) and space.*This means that *space, time and organizational relevance are variables in the organizational environment through which the communication process takes place and in which and through which business ethics is achieved.*In that sense, communication is a human activity that starts or should start from ethical norms, and only then to express the idea of ​​organization, organizational processes and organizational relations.

Having in mind the participants and the purpose of communication, many theorists define communication *as a conscious relationship between individuals (the connection between them is made up of various verbal, visual, sound and*other *signs), which is achieved in cases where the message is understood and encourages action or stimulates the recipient to a particular reaction.*

Communication means the path through which the subject of information passes with the information itself, to the place and from the place where it is created, as well as the place as its environment, to the place where it is built into a particular business or other system, as well as parts of the system which are direct products of information.

In etiological terms, *communication is a dimension of human behavior, and business communication is a dimension of human work or business*.

Communication consists of *: information, its subject, the place of creation with its structure and functions of creation, the way of transmission and the place of its use, as well as the use itself, and the results that result from it.*

Since in the definition of communication or communication the notion of information is the basic notion, it remains to define that notion first of all.

The term *information*implies knowledge about the presence of a phenomenon or its characteristics related to the origin, structure, functions and dynamics.Information consists of data on the phenomenon received by the subject of communication,i.e. the subject as an element of the communication system.

Information can be used to send, not just receive, data about a phenomenon or its properties, however, information that transports relevant data is usually said to be a message.

*The message*is therefore information that sends relevant data with the aim of achieving certain pre-projected goals in connection with the phenomenon to which this data refers. The message is intended information,i.e.information with which it is known in advance what can be achieved and from that point of view, it is launched into communication.

*Information*is an element of the communication process, and as such represents the content of the subject phenomenon,i.e.the event in connection with which the communication channel is opened. Also, information can be an opinion about a certain phenomenon.

*An informative attitude*is a part of a message that contains information and the determination of the subject of the attitude regarding the connection between the content and the goal of the information.

*An appeal*is a stimulating part of an informative message which makes known the importance of information, informative message or informational attitude.

*The code*also represents an element of information, where messages and other informative contents are formed through certain symbols. The code also contains the rules for transmitting informative content, so it appears as one of the basic elements in the structure of communication.

By connecting different codes in order to realize a part of the communication system, a *code system*is created , which is a model of regulating the communication process.

*Commercials*[[8]](https://translate.googleusercontent.com/translate_f%22%20%5Cl%20%22_ftn8)is information, an informative line or an informative attitude and an appeal that seeks to acquaint the public with a product and persuade it to be accepted.

*Propaganda* is aninformative-communicative creation composed of advertising messages, information and attitudes expressed in the form of activities.

## The nature and functions of communication

According to many theorists, communication has three basic functions:

*Perceptual -*means receiving a message in the communication process,

*Evoloutive -*this function allows you to understand the message and make appropriate decisions based on the individual's previous experience, and

*Transitive -*implies the process of transmitting the message and interpreting its meaning.

The nature of communication, which according to the results of theoretical-empirical research is more functional, sets its functions. The general functions of communication are:

*Instrumental.*Communication is a means to achieve a goal in the organization and the goal of organizing the world of life and the world of work. That is its instrumental function. It serves as a tool in the decision-making process — an instrument for achieving control over the physical and mental organizational environment of people. In that sense, convincing employees in the organization is only one of the possible goals of communication. However, it should be borne in mind the empirical generalization that people in the organization, that management in the organization and through the organization enter the communication structure with an essentially instrumental goal: to make a decision, to obtain information, to achieve other goals, and achieve other purposes. Therefore, the instrumental function is a strategic activity in the organization and through the organization of the world of life and the world of work.

*Consumable function*is another important function that has an immediate value for the communicator itself. The goal of the consumptive function is to satisfy the need of the communicator, without the necessary intention to influence the other - persuasion for enjoying the story.

Based on the definition of the concept of communication and the types of messages that arise from them, Littlejohn distinguishes the following functions of communication: information , entertainment, instructions, persuasion. So, this author perceives the function of communication as a way to satisfy the need for communication. However, in everyday communication, all these functions are intertwined: information for fun, instruction with persuasions, fun with persuasions, etc. Although these are not the only functions of communication, they are very pronounced and can be applied to both personal and public communication.

Indicates and the six qualities that characterize modern communication:

1. Communication is comprehensive and represents a central cultural phenomenon.
2. It is continuous, never ceases, and neither the beginning nor the end can be determined .
3. It is based on the exchange of meanings.
4. It contains predictable, expected or conventional elements.
5. It occurs on several levels (between two individuals, between an individual and a group, between two or more groups, etc.).
6. It takes place among both equals and unequals (in terms of gender , age, education, social status, etc.)

In addition to these points and the other characteristics:

1. Communication is the process of making connections between people. Relationships can be between two people or a group, or more than one. Direct or indirect, and by their structure, they are determined by information, opinions and ideas that represent the essence of communication.
2. Communication is an activity. The individual is actively engaged in understanding and designing the communication message.
3. Communication is learned. The human being learns to communicate in order to meet his needs.

In every communication, regardless of its goals and intentions, there is some information in the organization of the world of life and the world of work. And information is recorded (registered) knowledge in written, oral or audio-visual form on some medium. Cognition is the result of an act of cognition, an act by which the spirit perceives an object. Information also contains an element of meaning. It is the meaning that is transmitted to the conscious being through a message written on a certain space-time medium: printed , electrical signal, sound wave, etc.

According to the results of modern research by communicologists, the sphere of "messages includes a lot of what are other functions of entertainment and persuasion" and states that they are strengthened if the recipient of communication is less motivated for a topic or subject.

For the whole business communication, the most important function is persuasion. This function of communication is the most complex because it combines the previous three. Namely, the function of persuasion is personal - it influences the behavior and attitudes of others. On the other hand, we ourselves will also be more easily influenced when the message that needs to convince us of something corresponds to our personal needs, ideas, interests, values. Littlejone rightly believes that the following four preconditions need to be met for a message to be convincing:

1. It must arouse our attention and interest;
2. Through and with its help we must understand the proposal, ie. what we are asked to believe.
3. To give us personal reasons why we should respond to suggestions and
4. To move us , ie. to really accept an idea or to take some action.

# COMMUNICATION PROCESS

In the process of communication, a very complex interaction between people takes place. Its basic elements are:

❖Uploader (encoder)

❖Receiver (decoder)

❖Message (information)

❖Communication channel (mediator) i

❖Perception

     

Figure 1 : Schematic of the communication process

❖sender (encoder) is an individual or organization that sends a message to another person, group of people or mass audience. The communication process starts from the sender, as a result of which it is considered a source of initial information which starts the communication process. He forms the information so that the recipient can understand it. , In order to be successful in this, the sender needs to have communication skills, experience and appropriate mental abilities.

❖receiver (decoder) is the party that receives the message from the communicator and translates it to its level of understanding. The recipient can be an individual subject (in interpersonal communication), a group (in group communication), as well as a mass of recipients-listeners of the organization (economic , social , etc.).

❖message (information) always has a certain meaning, at first glance noticeable or more or less hidden. It reduces uncertainty, that is, it is interpreted data that has been processed to add or create knowledge for the recipient. Information is the basis of the communication process.

❖Communication channel (mediator) is a necessary material and physical condition for the communication process. It represents the way, space, means and media through which the message flows from the sender to the recipient. In interpersonal and group communication, these are: mouth, ears, eyes, body and the appearance of the participants in communication in general. If communication is performed at a distance, to the technical and financial means through which the encoding and decoding information. Thus, for example, in communication by telephone, communication channels are devices and networks for sending and receiving telephone messages. In communication through written correspondence, communication channels are letters, PTT equipment systems and delivery of written items.

Communication channels can be:

*-vertical (*direction goes either downwards or upwards *)*and

- *horizontal*(information is transmitted between associates of the same level).

❖Feedback is the recipient's response to the information received and thus completes the communication process. Namely, during the entire communication process, a complex interaction relationship is created between the communicator and the recipient. The information goes from one to the other in a meaningful way , and then it returns, provoking certain reactions in the recipient, followed by an active or passive communication response. The entire this complex relationship between receiver and sender, if it is active interdependent, is called a feedback control (feedback). The feedback shows that the communication process is not one-way and unambiguous, but is, as a rule, two-way or multi-way ,i.e.multi-meaning.

❖Perception (perception) is important for both participants in communication,i.e.for encoding and decoding the message. Perception or perception can be defined as content based on sensory data, as a basic and very important function of man (and living beings in general), by which he, through his senses, establishes a cognitive connection with himself and his environment, with external and internal reality. Perception is the result of the action of the environment (stimuli), the work of sensory analyzers, but also other sociological and psychological factors, such as general and individual experience, knowledge, as well as the affective and conative dimensions of psychic systems. In the process of communication, perception does not imply comprehensible messages. This means that a person can hear the message sent to him, but not understand it if it is incomplete, communicated in an unknown, foreign language, incomprehensible and the like.

The communication process consists of several sub-processes or phases:

1. Sending a message,
2. Message filtering,
3. Receiving a message and
4. Interpretation and understanding of the message.

❖*Sending a message*can be done in several ways:

**- The***oral way of sending a message*is done through speech using words as a medium. The message sent in this way must be clear and precise for the other party to understand.

**-***Test mode*is done by sending messages, drawings, graphs etc.

**-***Non-verbal*messaging involves the use of visual cues. This is done through body language that includes various intentional and accidental gestures performed by different parts of the body.

**-***Tactile messaging is*connected to the *sense of touch.*

**-***Olefactor sending of messages*is done through the sense of smell.

**-***Involuntary sending of a message*is about connecting the way of sending a message with reflex reactions of a person. These reactions are performed unconsciously.

**-***Extrasensory messaging*goes beyond the ordinary senses and refers to special ways of sending messages.

❖*Message filtering*. This is the stage of the communication process in which the message is distorted or refined. Message filtering occurs due to different needs of the sender or recipient, or due to different discrepancies and ambiguities that may arise between them, but also due to the understanding of environmental factors.

❖*Receiving a message*depends on the way and quality of sending the message, but also on the way the recipient receives the message.

❖*Interpretation and understanding of the message*mostly depends on the recipient of the message. It depends on the attention with which he received the message, but also on his intellectual and educational-cultural abilities and potentials. The difference in culture, education or intelligence between the sender and the recipient of the message can be a significant obstacle to the correct interpretation and understanding of the message.       .

## Communication business processes in sports organization

The essence of the communication process in a sports organization is in the answer to the questions : *who and what says, in what way, to whom, and with what effects?*By discovering the communicator of information, the content of the message, the means of mediation, the recipient of the message and the feedback, we approach the essence of communication, which we can define as the transmission of information and knowledge through common symbols.

In a sports organization, there is no communication process unless a connection is established between the transmitter and the recipient of the message. This means that, depending on whether the information is only received or there is also feedback, *one-way and two-way communication processes*can be distinguished.

❖*One-way communication processes*mark “bureaucratic communication”, which is in its essence one-way, hierarchical, downward, narrow, selected, and delayed. One-way messages are more often expressed in formalin, formal and generally concise manner, achieving time savings, especially when it comes to a potentially large number of participants; it is more appropriate when it needs to be presented in a simple way, when it does not cause doubts and misunderstandings.

❖*"Democratic" Communications*is at its center two-way nature, in the horizontal and vertical planes, broad, complete and timely. Two-way communication is usually more complex and slow, because the recipient of the message should not only understand the sender of the message, but also be trained and ready for feedback, which in itself implies knowledge of interests, needs, attitudes, values, feelings, etc.

Thus, one-way communication has certain advantages, on which we have already pointed out, but it carries with it certain disadvantages, which are mainly related to the problem of compliance and understanding in the communication stream. Therefore, the advantages on the other side are two-way communication, which requires more time, but is also more fruitful, especially when there are real dangers of disagreement and misunderstanding of those who communicate.

According to empirical experiences, the communication process can be realized through three directions: descending, ascending, lateral and diagonal.

❖*Downstream communication process*refers to communication whose source is in higher organizational levels (hierarchical points) and which is transferred to lower organizational levels - from top management to employees. It is used for informing (about organizational policy and procedures, about problems in the realization of organizational processes and relations…) giving orders (how to perform a certain process and with the help of which means), coordination and evaluation of employees. The basic meaning of downward communication is reflected in the effort to influence (direct) the behavior of people at the mentioned levels. Therefore, downstream communication has the following basic properties:

**- It is of an**instructive nature (interprets the contents of work roles),

**-**Encourages understanding of interrelation relations, in the organization (expands the functional horizons of employees),

**-**Provides a broader basis for understanding the more general, strategic goals of the organization,

**-**Provides appropriate information on the quantity and quality of tasks performed, individuals, groups, organizational units and organizations as a whole and

**-**Her role also includes assessing the meaning of her "mission".

According to theoretical findings and empirical verifications, this type of communication relies on all known formal and informal types of information mediation.

❖*Ascending communication process,* or communication upwards, is communication from employees to managers — it originates from lower organizational segments, from which it is transferred to higher hierarchical levels. These are reports on successes and failures - on all existing problems. The basic motivational meaning of ascending communication lies in the need to inform higher levels about what is happening at lower levels - what employees think about the implementation of processes and relationships in the organization, about their workplace, about their associates and the organization in general. At the same time, this provides insight into the effectiveness of downward communication and functional values ​​of lower organizational parts, which is of great importance for assessing the success of achieving organizational goals and sub-goals. In practice, some examples of communication above include performance reports prepared by employees, suggestion boxes, reports on employee attitudes, complaint procedures, discussions between managers and employees, and informal group meetings where employees have the opportunity to engage in dialogue with managers on the implementation of processes and relationships in the organization. It follows that the incoming communication processes depend on the organizational culture. The climate of trust and honesty in the organization, as well as the participation of employees in decision-making, i.e. the practice of giving authority essentially stimulates communication upwards as employees provide relevant inputs for decision-making.

❖*Lateral (lateral) communication process*(also known as horizontal communication) refers to communication between groups and individuals at the same organizational level. From the point of view of the organization, the main motivation for lateral communication is related to the need to perform tasks as successfully as possible. Literal communication achieves the necessary coordination needed by individuals to work together, which depends on the share of each individual in the joint work. In this way, the course of lateral communication often follows the course of the work itself, so that individuals who are directly connected by work tend to communicate more intensively compared to those who are closely related in the work process. This connection, of course, does not refer exclusively to the physical proximity of (co) workers. Lateral communication also includes informal forms of "face-to-face" interaction, telephone conversations, short notes and memoranda, and then work orders, requests and the like. However, in the case of very complex tasks, which require a high degree of interdependence of members of large groups of people, this type of communication cannot be fruitful. Although it cannot be fruitful if the employees do not inform their managers (directors) about the decisions they make or the actions they intend to implement.

❖*Diagonal communication process*is a communication that gives an intersection of organizational work and organizational level-communication between different organizational work and different organizational level. An example of this process is when a credit analyst communicates directly with a regional marketing manager. Diagonal communication is useful when efficiency and speed are needed. As such, it is made possible and facilitated by the use of e-mails - any employee can communicate via e-mail with any other employee, regardless of the organizational part or level. As in lateral communication, conflicts can occur if employees do not inform their superiors.

### 2.1.1 Communication channels

Organizations create many channels of communication. Communication channels are the means by which information is transmitted. They can be divided into formal (which are officially established in the organization) and informal. All official information and instructions are transmitted through formal channels.

Written formal communication within a sports organization is characterized by the following media through which the message travels:

❖*Letters,* which the manager of different levels sends to all employees in the form of so-called " circulars ”or only to certain people, whether there is a problem or praise. The letter, for example, can take the form of a general message for the entire team, usually on the occasion of an event important to the organization.

❖*Notices*- all types of written notices, designed to be understandable. They can appear on bulletin boards or, as is the more common practice in the West, in envelopes with a salary. A bulletin board is often the main information point in an organization. Notices must be designed so that their tone, style, sentences and legibility correspond to the public they are addressing. In principle, shorter sentences and avoidance of vague words make the notice understandable. *Reports*can be a special form of communication, although they usually appear as an integral part of some other documentation. They talk in more detail about some aspect of the organization's work: the results at the end of the year or other accounting period, the results of just completed business negotiations, etc. For years, in the developed world, special attention has been paid to the preparation of annual reports, with superior design and printing. That report is often the crown of the business year in a symbolic sense. Reports should be in hard copy (via computer). In some organizations there is a so-called “collection center” where reports are delivered and distributed to users from there. The purpose of these centers is to reduce "walking" around the organization. Of course, if something is urgent or a business secret, this procedure does not apply.

❖*Manuals*are a very important instrument of internal communication, because they contain all the important information necessary to perform a job in a unique way for the entire organization. They are adopted and adopted at the level of the central organization, and from there distributed to organizational units, with examples and explanations for use. The information contained in the manuals refers to the "house rules" of the organization, goals and policies, organization and other procedures important for the organization.

❖*The*content of the newsletters covers formal and informal aspects of the “life of the organization”. There may be published management messages, reports and business information, but also some informal ones. They are made quickly and easily, thanks to information technology.

❖*Internal*newspapers are a more serious undertaking because they require a team to work on their design, as well as professional press preparation processes. They usually have the form of daily newspapers, and the material is prepared according to all the criteria of professional journalism. Large companies have entire editorial offices working on these newspapers, with a number of professional journalists and technical editors. They come out weekly or monthly.

❖*Internal magazines* have the richest and largest companies in the world, usually multinational companies with a large number of employees and numerous organizations around the world. Magazines are made according to all the principles that apply to this form, which means on very high quality paper, in full color and a format smaller than a newspaper. Magazines are usually printed on a monthly basis, but it is not a rare variant of a quarterly issue. This means of communication is primarily intended to strengthen the image of the organization and professionalize its market presence.

❖*Audio-visual means*(internal television, radio network, displays, and documentaries). Modern audio-visual means enable communication to take place at an even higher level than the previously described means. Messages can be presented more dramatically, vividly and convincingly than on printed material. With internal radio, there is a good opportunity for messages to be broadcast during the work process, so that employees do not have to interrupt their work.

❖*E-mail,*as a means of internal communication, is used to a large extent, due to the speed but also because of the easier transfer of large documents, in the case when computers are networked via modem and the connection should be established 24 hours per day. Some large global companies use e-mail to send data and information to their regional managers, when they prepare for media appearances, thus providing them with the latest information, in a very short time.

### 2.1.2 Business communication entities

The subjects of communication in the organization are all its members, but not in the same way and with full intensity. Managers are the ones who communicate the most, because they develop plans through communication.

Based on and with the help of the elements of the communication process, it is possible to point out the relevant characteristics of both the transmitter and the receiver of information.

*First,*according to research, numerous shortcomings and misunderstandings in the communication process stemmed from insufficient training and preparation of communication actors. These inadequacies are noticed both on the side of the content of information and on the side of the forms of their mediation.

*Second, the*value of information, the meaning of certain symbols important for its transmission through the lens can cause different behavior of participants in communication.

*Third, the*behavior of an individual, active or passive, is significantly determined by the needs of those who communicate, depending on whether they are basic derived needs, permanent or occasional, whether they can be fully or partially met in a particular organization, whether they are an expression the will of the majority or minority.

*Fourth,*personality characteristics are also important for the quality of communication.

*Fifth, the*attitudes and emotions of those who communicate, prejudices, various prejudices, stereotypes, values, likes and dislikes and various affective states that significantly affect the course and outcome of communication.

*Sixth, the*“status distance” between the subjects of communication is also a significant variable: the smaller the distance, the more open, comfortable, informal, and vice versa the communication.

*Seventh,*assumptions about the properties of the communication partner; how communication will unfold in terms of its efficiency and effectiveness certainly depends on a number of assumptions that the subjects of communication have about each other.

*Eighth,*communication will be unfettered and free if such interpersonal relationships are established in which the values ​​of the subject of communication are partially or fully realized.

# Types of communication

Communications can be divided in different ways. Thus, in relation to the scope of the communication process, four categories of communication are distinguished :

❖*Intrapersonal communication*is a conversation of a subject with himself, and it also refers to the exchange of messages with an imaginary interlocutor - a real or metaphysical being directly or indirectly. Intrapersonal communication is the basic driver of the development of the subject, his opinion, feelings, artistic and scientific creation, conscious and subconscious processes.

❖*Interpersonal communication*is the reciprocal exchange of messages between two or more individuals, directly or indirectly, with reciprocal variability of the roles of communicators and recipients and direct feedback in the process of exchanging messages. The elementarily and prevalence of interpersonal communication are an expression of the fact that man is a social being and is directed to social life, but not in abstract communities or theoretical social categories, but primarily in primary groups - from family to various reference forms of grouping.

❖*Group communication*is the exchange of messages between one or more communicators with many recipients, directly or indirectly, within permanently or ad hoc organized social groups, where the criterion of their organization is the common current or permanent interest of individuals for a predetermined communication framework space and in a certain period of time.

❖*Mass communication -*by the term mass communication we mean the type of communicative practice, within which, by manipulating the symbols of meaning, education, messages spread in space and time through mass media, instruments of mass information of recipients.

Depending on the relationship that is established between the participants, communication can be:

❖*Directly ,*which means that the communicator (sender) personally communicates with the other party - verbally and non-verbally, with the help of certain technical means and in other ways. There are no intermediaries in this type of communication.

❖*Indirectly*, in which contacts are made through one or more intermediaries, ie. media. In communication of this type, the media can be natural persons and legal entities, but in a broader sense also technical means. Thus, the example, in the commercial media businesses may be: commercial agents, intermediaries and other agencies. In this business, objects and certain services,i.e.work activities, can be used as media. These can be: products and equipment, space (shop windows, decorated exteriors and interiors of the building), ways of addressing, serving and more. In the field of media business (professional sports, show business, etc.), famous athletes, singers or other exposed media individuals, very often and gladly hire professional agents (managers), who in their name and on their behalf - as media in mediated communication. - perform gender related to their professional engagements.

According to the status and form, there are two types of communication:

❖*Formal communication*is usually applied when it comes to a job or an officially codified relationship. It is performed within the organizational hierarchy, between higher and lower levels, as well as between the same hierarchical levels, i.e. it is realized in the vertical and horizontal direction. Vertical communication has two flows: descending (top-down) and ascending (bottom-up) and exists in hierarchical structural systems (police, army, etc.). It is based on the procedure of subordination (superiority and subordination).

*Formal communication networks*can have manifestations of centralization such as: wheel, chain and in the form of the letter "Y", and decentralization, such as a circle and a multichannel network (star).

❖*Centralized networks*are traditional forms of communication, which are tied to a vertical hierarchical structure in the organization. The basic characteristics of centralized networks are: employees do not have equal access to information, information is transmitted through an intermediary who controls the flow of information, they are efficient for simple and routine tasks, reduced motivation and satisfaction of employees, difficult coordination.

❖*Decentralized networks are*modern forms of communication that follow the operational logic of a decentralized, horizontal organization. The basic characteristics of a decentralized network are: employees have equal access to information, information is transmitted directly, simple and efficient coordination, greater motivation and satisfaction of employees because they are involved in decision-making, efficient for complex and sophisticated jobs.

❖*Informal communication*moves outside formal channels and is most often personal, relaxed and spontaneous, and takes place outside formal communication networks. It does not follow the internal organizational hierarchy (chain of leadership and management), nor the horizontal connection of organizational units. According to its expressive contents and manifestations, it can also be verbal, visual, tactile, etc.

Although there is an opinion among most managers about the informal communication flow, research shows that it is a natural part of the overall communication system in the organization, a significant force within the working group, which helps to achieve teamwork, motivate people and create corporate (collaborative) identity.

CHAIN ​​ WHEEL CIRCLE

                       “Y” MULTICHANNEL CONNECTION - “STAR”

                   *Figure 2: Ways of communication in different types of communication8h networks*

According to the method of realization, there are also two types of communication:

❖*Verbal,*which refers to the understanding of messages expressed in speech or words. In order to express the meaning in words, words are used on the basis of grammatical rules, by placing different parts of speech in appropriate frequencies. In that way, information is created and given to others about some facts or experiences, attitudes and beliefs are expressed on some important issues and the like.

❖*Non-verbal*, which allows people to communicate without the use of words. It is achieved by sending information through signals about feelings, attitudes, opinions. Nonverbal communication has six basic functions:

1. Emphasis,
2. Complementing verbal communication,
3. Contradiction - non-verbal messages can show a meaning opposite to verbal messages,
4. Regulation - control and harmonization of verbal communication between interlocutors,
5. Repetition of a verbal message, and
6. Substitution for verbal communication.

IZMENITI U ENGLESKI U CHARTU – MENI NEĆE

*Figure 3: Research has shown that nonverbal cues make up as much as 93%, while verbal ones make up 7%.*

# Barriers to communication

An obstacle in communication is a technological or human factor that prevents the message from being received and understood. Technological factors are a form of noise, so we can treat them as obstacles, but also as classic obstacles. Obstacles to otherwise far more human than technological origins. Human barriers can be:

1. Socio-cultural
2. Psychological
3. Organizational.

## Socio-cultural barriers

Culture is a group or social phenomenon, which an individual can carry on his own, but not create on his own. In parallel with this, you should know that more people always participate in communications.

Man unconsciously believe in their culture and obeys its principles which is of great importance for communication because it is this fact causes the culture at the national, ethnic, regional and organizational level can be an obstacle to communication flows. Participating in a culture, a person, consciously or unconsciously, obeys social norms, which are by definition tacit or informal rules about what is being built, how and when and where. From the point of view of communication skills, social norms and cultural characteristics enable us, on the one hand, better and faster communication, while on the other hand, in specific situations, they can be an obstacle in communication.

The main socio-cultural elements that can become an obstacle in communication are:

1. Group opinion,
2. Conflict of values ​​and beliefs,
3. Stereotypes and ethnocentrism,
4. Language and jargon.

### Group opinion

*Group thinking is a social phenomenon that occurs when group behavior becomes dominant and begins to hinder the process of individual decision-making*.

Thus, there are situations when social norms and consensus groups become an obstacle to making decisions that are in the best interest of a given group.

Group opinion is characterized by the following elements:

**-**Similarities and hidden differences

**-**Reliance on common rationalizations

**-**Collective model of defensive avoidance

**-**Lack of alertness

**-**Hiding flaws

**-**Unjustified optimism

**-**Thinking in slogans

### Conflict of values ​​and beliefs

The degree of development of a civilization is best seen in its achieved culture, which is based on common beliefs and values. In cases when communication takes place above the level of reached cultural boundaries, the possibility of misunderstanding increases. Unsuccessful business communications in conversations of managers from different cultures occur mainly due to ignorance of mutual fundamental values ​​and norms. In some cultures, the success of business communication is based on establishing closer ties, while in others it remains a purely business transaction. Therefore, only by knowing the values, beliefs and norms of another culture is it possible to avoid obstacles in communication.

### Stereotypes and ethnocentrism

A stereotype is an attempt to predict a person's behavior based on his belonging to a certain group. Stereotypes are often superficial and inaccurate because they are not based on one's own beliefs and norms. They therefore become an obstacle in communication because people are not seen as individuals but as representatives of the group, which can result in deep prejudice, discrimination, and even signs of racism. Ethnocentrism is a kind of national stereotype when a certain group sees its culture as the only valuable and advanced one. Therefore, in business communications, ethnocentric people measure everything according to the standards of their own culture as superior, which is always a big and difficult to solve communication barrier.

### Language and jargon

Language is a culturally specific way of coding the meaning of a message and as such can be an obstacle to communication on multiple levels. The first level is when the interlocutors speak the same mother tongue. At the same time, status and class differences influence the different use of language, which often identifies or excludes certain groups of people. The second level is when the interlocutors do not speak the same mother tongue, so due to poor translation or misinterpretation of idioms and dialects, there is an obstacle in communication. Jargon is the third level of possible obstacles because it directly interferes with the signal from sender to receiver in cases where the receiver does not know it. In business communications, managers should avoid technical or scientific jargon as much as possible, which is best to remain present exclusively in a narrow circle of experts.

## Psychological obstacles

Psychological obstacles are a consequence of an individual's mental and emotional state. The main psychological obstacles are:

1. Filtering,
2. Perceptions,
3. Poor memory,
4. Careless listening,
5. Emotional reactions.

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### Filtering

In communications, people often filter the signals by the sender of the message, missing to the level only what they want to hear is also called “selective bias” which directly depends on the level of self-values ​​and cultural background of the recipient of the message. The phenomenon of filtering can be avoided by listening carefully and reading the spoken or written message in more detail. A special problem of modern civilization is the excessive amount of information for the limited cognitive capacity of man,

This phenomenon of excess information in the context of Simon's limited cognitive abilities  calls the framework of thinking, and is caused by:

**-**Limited time when collecting information

**-**Different criteria that determine the importance of information

**-**Limited ability to understand, process and use information

Taking into account the framework of thinking, managers mostly rely on experience, tradition and the rule of the stronger when they need to select information in order to make the best decision and decision. This way of making decisions has proven to be the most common way of making business decisions.

### Perceptions

Each individual has his own perceptions of different situations and events that later form his judgment or attitude about most life issues, dilemmas and desires. In accordance with these often do not notice that we filter information and discard those that are contrary to our perception. Therefore, perceptions can be an obstacle in communication. Most often, "a priori" rejection of a message through communication channels occurs because we have already formed the idea of ​​the importance or insignificance of a given message before the communication took place .

### Poor memory

The ability to remember or store information is a strictly individual characteristic that is genetically determined, but is partly conditioned by various aspects that a person can acquire, such as: breadth of education, deepening one's knowledge, specific trainings for active recollection, information selection and the like. If someone does not remember the message transmitted via a communication channel, then the communication is marked as incomplete or unsuccessful. That is why memory occupies a special place in communications and is so important for a successful manager that sometimes it is necessary to practice the so-called memory exercises in order to achieve the necessary storage and retrieval of the most important information.

Psychological research has shown that what we experience through action, listening, reading, smelling or touching, we never lose, only the way of getting that information differs from person to person and depends on many factors. Communication experts again believe that it takes some time for the received to turn into the so-called "long-term memory". Therefore, there are several techniques that help you not forget information by sending new information to long-term memory.

The main elements that enable better memory are:

**-**Understanding

**-** The breadth of knowledge

**-**Active recollection

**-**Additional learning

**-**Associations

❖*For a better understanding*of what is important for us to remember, it is to organize the details of the preparation of information by placing their mutual relations in a framework that suits us . If we "frame" the information as a whole that makes sense, we allow the signal to be amplified in the process of memory, and the memorized fact marked in an adequate way. Management students who understand social historical and theoretical trends within their discipline will remember details and how they fit into an integrated system of business or strategic management. Therefore, one should always remember in the context of principles, theories, attitudes, trends, and significant generalizations, and accordingly structure the message and “recommunicate” its main parts.

❖*Dissemination of knowledge*increases the number of associative connections between the two aspects of the topic and makes the whole structure stronger. Additional reading, solving priority problems and searching for alternatives significantly help the recipient of information in business communications. The slogan "the more we know about the topic, the easier it is to remember" remains one of the basic values ​​of successful memory.

❖*Technique of actively remembering*what we have just heard or read is the third element for better memory. By consciously trying to remember the main ideas that we have read or heard while they are still fresh in our heads, a channel of memory opens at the level of our own reminder, which we can always activate later.

❖*Additional learning*or study of already existing material enables more stable storage of already learned facts, which enables permanent memory. Therefore, we talk about the phenomenon of "learning" as one of the memory techniques when learning foreign languages ​​or memorizing formulas and business plans. This happens when we have completely mastered a subject and yet we continue to study it, which always results in the same answer to the same question. In this way, communication becomes far faster and more efficient.

❖*Building associations*between what we already know and what we have yet to remember is the fifth, and for many the most effective memory technique. In essence, one creates one's own communication chain that can take us to the other end. Visualization and verbal memory techniques are the most common. Visualization is the memory of how things look, and indeed many people have such a talent that is genetically conditioned by the ability to remember appearance or structure. Verbal memory implies the use of abbreviations, secondary or associative meanings and the like. One example of associative reasoning , and thus memory, is the so-called "swot-analysis", which compares strengths, weaknesses, opportunities and threats in the context of the political, economic, social and technological environment.

### Careless listening

Poor or insufficient memory can also be a consequence of inattentive listening, which is causally related to a drop in concentration. A special problem related to psychological barriers is external disturbances or lack of interest in the topic. Some authors elaborate on two very subtle models called "verbal struggle" and "fact-finding."The first refers to the moment when instead of listening and remembering the facts we concentrate on counter-arguments and criticisms of what the interlocutor is telling us, and the second when we concentrate on details and lose the integrity of the message. One thinks four times faster than one speaks. This difference between thinking and speed of speech often leads the listener to fill his free time with other processes such as daydreaming, verbal fighting or hunting for facts.

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### Emotional reactions

In the process of communication and emotional reactions can be an obstacle in both sending and receiving messages. Any form of visible emotional response significantly affects the communication abilities of the sender or recipient. These include: anger, fear, sadness, irritability, hyperactivity, depression, fascination, alienation, and other reactions. Emotional reactions can have a positive effect by directly improving the flow of the message in both directions. And if in some situations the same emotion helps, and in others it is an obstacle in the communication process, there is a common denominator that makes the message colored by emotions. Namely, any deviation from the meaning of the message in the presence of an excessive or inappropriate emotional reaction is considered to have occurred precisely because of the "emotional deviation" from the essence.

# Ethical rules in communication

Employees in organizations, especially managers, who due to the nature of their work come into contact with a large number of people on a daily basis, must have a wide range of business behavior and the ability to quickly assess interlocutors.

There are certain rules that should always be applied, regardless of who the interlocutor is. *Calmness*is a very important trait. It must take place, regardless of the content and course of the conversation. The performances affect, people often make decisions that are not appropriate given situation, and sometimes even not rational. *Own identity and style in conducting conversations*are also important features. They encourage the interlocutor to pay attention to the content of the conversation, which achieves greater efficiency of communication. It should be emphasized that identity and style must nevertheless remain within ethical frameworks. *Good manners and manners*must be an integral part of every communication process.

The business interview process itself should have the following characteristics:

- The interlocutor should look into the eyes and preserve a cheerful facial expression,

- Occasionally it should be addressed by last name, i.e. first name,

- Maintain a decent tone throughout the conversation,

- In no way underestimate or disparage the interlocutor,

- You don't have to be ironic or sarcastic,

- Maintain calm regardless of the behavior of the interlocutor,

- The interlocutor's argument should not be rejected in advance,

- One should give in to small things, have patience and pay attention to important issues,

- The presentation should be concise, precise and clear, avoiding unnecessary detail,

- Respect the authority, but they should not be undermined.

- Never allow disagreement to grow into debate and debate into conflict; there is no place for anger in business life;

**-**At the end of the conversation, one should greet each other culturally

**-**Apologies like, "sorry for bothering" etc., are not appropriate for a businessman,

**-**We shouldn't talk about what we don't understand,

**-**It is not good to impose your "I", and especially not by the power of your authority,

**-**Street jargon and swearing have no place in the business world,

**-**One should not emphasize one's origin and education with the aim of standing out in society,

**-**Upon arrival in the company should be greeted first, regardless of age, rank or year of service,

**-**Persons significantly older by age or position should not be addressed by name.

## Business correspondence

Much of the time devoted to communication is related to *business correspondence*. Therefore, it is of great importance to define the basic rules of business correspondence.

              There are three basic rules of correspondence:

1. Be clear;
2. Core;
3. Human

Respect for etiquette in the written word implies several unique principles, the most important of which are:

❖Before you write something, think well about what you are writing.

❖A letter that is not addressed correctly or that is not written in an appropriate tone can easily offend the person to whom it is addressed. You need to make sure that the person you are writing to understands you in the right way.

❖If you want the letter to be delivered to a specific person, indicate this on the letter. The first rule is to state the recipient's name, title and function in both the letter and the envelope.

❖Adapt the form and style of business correspondence to the recipient to whom most business correspondence is addressed in the form "Dear Sir" or "Sincerely", and the content of the letter must be clear and unambiguous.

❖When you write a letter, read it and ask yourself, “Would I say the same thing if I met the person I am writing to in person”.

❖Humor, irony and sarcasm should not be used as a technique when it comes to work.

❖When sending a copy of a letter to someone other than the person to whom you are addressing the original, this should be clearly indicated at the bottom of the letter. Letter delivered…

❖The letter should be answered immediately - no later than one week after receiving the letter. If, for justified reasons, you are unable to respond because you lack the requested data or information, you are required to acknowledge receipt of the letter in writing and state that you will respond in more detail as soon as you have collected the required information.

❖Honest answers should be given; if you can't give an answer, say so, if you need to apologize, do so without hesitation.

## Business letter

There are certain rules whose non-compliance can not only affect the prestige of your company, but also be an obstacle to concluding good contracts.

A business letter is a document that can validly do a job, so a business letter consists of mandatory (main) and optional (secondary) parts. Mandatory parts are essential and cannot be left out, while optional parts have only an auxiliary function, they can enrich the message with information that is not decisive, but which can play a significant role.

### Mandatory parts of the letter

❖*Header*It contains all the necessary information that identifies the sender of the business letter, company name, activity, street and number, postal code, place of business. Phone and fax numbers, e-mail, website, bank account number, branch list, year of establishment and company trademark can also be added. The header is written at the top of the business letter, usually in the middle, so that it is conspicuous and clearly marked. The design of this part of the letter should be given special attention. If the company logo and other propaganda tags are added to the header, a memorandum is created. The memorandum must be concise, with a few of the most important references about the company - the most prominent part is the logo, because it must be immediately clear who the business partner is.

❖*Place and date of writing.*They are listed immediately after the header. The date of writing is important in many ways. Based on the date of writing - and not on the date of receipt - it is determined whether the letter was written on time. The date is important in order to establish which regulations of that date were in force and the axis of which a certain job was realized.

❖*Name and address of the recipient.*Like the header, they consist of the following elements: the name of the company, its activity and destination (street and number, postal code and place).

❖*Call signs (labels).*They are in the function of easier sorting of letters and mail in general. These can be the initials of the person or department of the company in which the letter was written. For example: your sign, our sign, your letter, our letter, etc.

❖*Subject (summary) of the letter.*It represents the shortest contents of a business letter, a brief guideline which immediately points to to what was going on and that is the main theme of the letter.

❖*Letter content.*This is the most important part of the letter, which determines it and when it was written. With its content, the letter should be in the function of performing a business task. It is necessary for the language of expression to be simple, precise, and clear, to respect syntaxes and spelling rules, and to take into account the economics of content. The basic structure of the content of written messages consists of several separate units:

- The *beginning of the statement*is addressing the business partner. The way of addressing is very important, especially at the first contact.

- *Message introduction*provides insight into the basic content of the message.

- The *message or essence of the*statement is its central and most important part, in which the essential information is presented. The writing style is official and administrative.

- The *conclusion*is a summary of the content and aims to determine,i.e.emphasize ambiguity again.

- *Hello.*As part of business etiquette, it is a kind farewell to a business partner and a sign of respect.

❖*Signature and stamp.*Every business letter must be signed, because without a signature it does not have the function of an official document. The authorized person representing the company (usually the owner of the company or the director) signs the letter.

The signature consists of: the name of the company, the function of the person authorized to sign, the handwritten signature and the printed name and surname with the personal titles of the person signing the letter.

### Optional parts of the letter

❖*Attachments.*These are all documents that are attached to the letter as a supplement or proof of its content. These can be brochures, catalogs, advertisements, price lists, samples, etc.

❖*Indication of the method of sending the letter.*If the letter is sent by ordinary mail, it is not specifically marked, but if it is sent by registered mail or in some other way, it must be stated at the end of the letter, after the attachment.

❖*Schedule copies.*The letter is written in several copies. The original is sent to the business partner, and copies are distributed as needed. When a copy of a letter is sent to anyone other than the person to whom the original is addressed, this should be clearly indicated at the bottom of the letter. Sending copies of a letter to people at a higher hierarchical level can be wrong, sending copies should always be mentioned in the text of the letter.

❖*Plug-in or postscript.*It is about the subsequent addition of the text (after the PS sign) at the end of the letter, after the signature and the seal. This part of the letter should be dedicated to the main argument of business cooperation. What is missed in the letter should never be added post scriptum, because you leave the impression of negligence and carelessness and initiate a negative opinion about the sender. The addition of grass should be as short and clear as possible.

### Business letter design

In the business world, two basic forms of writing business letters are most often used , the American and European (or French) form as well as their variants.

              In business letters written in *American or block form,*each part of the letter starts from the left margin (titles, subheadings, paragraphs, etc.) and each line, if it is full, are written from the right margin of the line. This means that each part (paragraph) is aligned on the left and right margins of the text, but there is a possibility that - if the line of text is not full - the right margin will be jagged,i.e.stepped.

                            When using the *French, stepped or perforated form of a*business letter, the name and address of the recipient are written in the middle of the line. Start each paragraph draws to 10-15 characters return to the left margin, and other lines of text begin from the left margin. Although it is not stipulated in this form that the lines must be aligned on the right margin, it is recommended to do so.

              Since a large number of business entities have their own memorandum, in practice it is often very difficult to always comply with one or another form of business letter. Therefore, there are deviations and various modifications,i.e.combined forms. One of them is the *American-French form*or semi-block. In this form, the name and address of the recipient are written in American, and the text in French. The second variant is the *French-American form*or a modified block, in which it is usual for the name and address to be in French, and the text of the letter in the American form.

              When writing a letter, it is very important that the recipient's address is always written correctly, which on the one hand allows the letter to be forwarded to the desired address, and on the other hand, the absence of this can lead to dissatisfaction of the recipient.

              Routine formal correspondence should begin the following way "Sincerely," "Dear sir-ma'am". The text of the letter should be in the first person plural ("We consider it your offer"). This form, however, is not appropriate when it comes to inquiries and complaints. At the end of the letter, if there is a closer relationship with the correspondent, it is common to use "Best regards". This phrase should always be used in later correspondence, because if it is used in the earlier, and not later, it can be understood as "cooling of relations".

              In letters of a personal nature, "Dear… ", "Your…" can be used , with both being written by hand.

              It is of great importance to address persons with titles, officials, diplomats and other officials in an appropriate manner.

              Examples referring to the royal family, the clergy, some politicians and local government (refers to Great Britain). As these letters are written, we will give them in the original:

1. Letters to the Pope:

They start: *Your Holiness*or *Most Holy Father.*

1. *Letters to the Prime Minister:*

Beginning: *Dear Prime Minister.*

1. *Letter to the Minister of the Interior or Foreign Affairs:*
2. *Local government:*

They begin: *Dear Lord Mayor*or if the mayor is a female person *Dear Lady Mayor.*If you are addressing the mayor’s wife then it is *Dear Lady Mayoress.*

1. *Royal House:*

Letters to princes and princesses:

They begin: *Your Royal Highness.*

Sometimes business letters can be refreshed with a certain amount of moderate humor, in order to alleviate the monotony of formality, which they usually bring with them. Irony and sarcasm should not be used as a technique when it comes to work. We can never be sure how it will be accepted by the recipient. The written word can always be interpreted in various ways, and that is beyond the control of the author of the letter.

              It is best to respond to letters immediately or as soon as possible. In your usual business practice, this means within a period of five working days from the date of receipt of the letter. It is advisable to respond to the letters in person, whenever possible.

              Correspondence is not the most suitable when it comes to conflicts. Many things can be vague or misinterpreted in this way, which can deepen the conflict. Therefore, in these cases, the following should be resorted to:

1. If you point to a conflict:

**-**Simply and clearly explain the problem to the person who made the mistake;

**-**Provide all necessary information related to what is being written about;

**-**Indicate the timeframe in which the problem is expected to be resolved, as well as the steps to be taken if the conflict is not resolved;

**-**If a solution is not reached even after this, contact the higher instances.

1. If you have a problem, you should:

**-**Inform your older colleagues about it;

**-**Show them the concepts of all the questions you intend to ask;

**-**Stick to the facts and the essence of the problem;

**-**Be polite and patient.

It is very important to consider using internal mail or a circular. An internal message or circulars are used if:

- A written trace of a decision, conversation or information should be left;

- A proposal or program that deserves careful study should be reviewed

- The topic that is being written requires to be discussed after working hours.

The content of the internal message or circular looks like this:

- The header of the message should emphasize how hit or confidential it is;

- The message should begin with a paragraph summarizing its content or its basic conclusion;

- The message should be written concisely, precisely and logically

Internal mail should not be used to criticize or humiliate someone . Personal criticism or disagreements should be resolved face to face, not in writing.

              All advice given in connection with internal mail also applies to e-mail.

# Conclusion

The success of business communication depends exclusively on the person. If a person is familiar with the basic moral and ethical principles, and adheres to them, then he will certainly establish quality communication.

There are many factors that affect the process of written and oral correspondence, but the key things are patience, education, courtesy, respect.

*Through communication people learn to think. That is why we do not use only the offensive in our program* *and defensive system - we use a communication system.*(Mike Krzyzewski, coach

Duke University men’s basketball team).

*It’s not a matter of what you told them - it’s about what they heard*(Red Auerbach, former coach

Boston Celtics).

*You can communicate without motivation, but it is impossible to motivate without communication*(John Thomson, former coach of the Georgtown University men's basketball team)

*Coaching is communication. Successful coaches are masters of communication, and unsuccessful ones are often not they succeed , not because they have no knowledge of sports, but because of poor communication skills.*

Sports psychologists (Yukelson, Carron, Horn, Jowet, Orlick, Smith, Smoll & Curtis, Harris & Harris, Anshel) emphasized that effective communication is key to success of each team, organization and their members. It affects the attitudes, motivations, expectations, satisfaction , team cohesion, team performance, coaching efficiency, feedback principles and reinforcements , conflict resolution skills, and overall behavior. Ability to be efficient expressions of thoughts, feelings and needs as well as the ability to understand thoughts, feelings, the ideas and needs of others is central to good communication As coaches, you need to be able to communicate effectively in countless situations such as a conversation with irritated parents, curious journalists, an excited athlete who is just "earned" another exclusion or suffered a serious injury, the judge who by wrong decision damaged your team, dissatisfied board members, members his professional team, his colleagues, fan representatives and others. Effective communication is crucial for successful training, as well as for all other aspects of our lives - marriage, parenting , professional career. So that we can say something more about communication in sports , it is necessary to provide information on the basics of the communication process.

Communication is the core of the group process. If a group wants to function successfully, its members they must communicate with each other openly, honestly, easily and efficiently. We have already said that from ways of communication between athletes, athletes and coaches, coaches and other important persons in closer and further sports environment, depends on the cohesiveness of the team, the quality of the team atmosphere, the success of the team and the satisfaction of its members. When we talk about communication in sports, we usually keep in mind:

*1. Communication between coach and team (coach-team)*

*2. Communication between coach and athlete (coach-athlete)*

*3. Communication between athletes (athletes-athletes)*

***Coach-team communication.***Team unity, cohesion, synergy or "chemistry " are the result of good communication between the coach and his team, communication that motivates each team member to combine their skills and abilities with other team members in order to achieve together goals . The goal of the coach is to achieve agreement and commitment to team goals, training procedures, rules, norms of behavior. To achieve this he will need input from team members on what needs to be done to “keep everyone on the same side”, with a collective desire to be successful. Psychologist Yukelson suggests to the coaches that they keep in touch with the team the following useful principles:

*Communicate*important information to athletes regarding rules, expectations, work procedures

and the goals the team / club wants to achieve. Explain the mission of the team, describe the strategies and action plans to achieve team goals and objectives. Club staff and athletes involve them in the decision-making process that directly affects them.

*Inspire*athletes to give their maximum. Communicate with enthusiasm, be honest , direct and sincere. Instill in athletes a sense of pride, commitment, and belief and team spirit. Try to make every member of the team feel valuable and important.

*Monitor team progress.*Set goals, control them, evaluate and adjust if necessary. Give athletes feedback on their work to achieve personal and team goals and encourage them to accept the challenge of further advancement.

*Clarify*how things work. You speak openly about the commitment required to achieve team goals. Encourage athletes to accept responsibility for their own procedures , to continuously strive, be focused and follow the set goal.

*Support the*behaviors you want your athletes to adopt. Motivate them to do the right thing, provide a lot of support, encouragement and positive support. Discipline athletes accordingly with its coaching philosophy and team mission. Correct mistakes in a positive way.

***Coach-athlete communication.***Sport abounds with examples of good and bad communication between coach and athlete. The reasons for inefficient communication can be different. The coach doesn't know athlete , does not know what his needs, interests, strengths and weaknesses are, how he reacts to criticism, what approach motivates him and what demotivates him. Communication problems also occur when they are people under stress, when they are agitated, when the result is very important to them (which is often the case in sports ). Inefficient communication can be caused by poor communication skills and coaches and athletes, carelessness of the athlete, his insufficient knowledge and the like. Combining Martens and Mackenzie factors that cause communication interference coach-athlete , we can summarize them as follows:

* The content that the coach communicates / communicates to the athletes does not correspond to the situation.
* The transmitted message does not state what the coach's intention is, because he lacks verbal and non-verbal skills needed to clearly, unambiguously and understandably formulate and send a message.
* The athlete did not receive the message because he did not pay attention (he was not careful).
* The athlete immediately started to conclude instead of listening carefully and understanding first and accepted.
* The athlete misunderstood or did not understand the received message because he misses it listening skills or nonverbal skills.
* Athletes lack the knowledge needed to properly understand the content of a coach’s message.
* The athlete understands the content of the message, but misinterprets its intention.
* Athletes lack the motivation to listen to information or turn it into action.
* Messages from the coaches are inconsistent (inconsistent) and confusing - confusing athlete and make it uncertain as to the meaning of their content.
* Perception athletes in connection with something different from your own.
* Strong emotions, excitement and stress can interfere with the communication process.
* There is a personal conflict between the coach and the athlete.

Disorders in communication are mutual, so are coaches who want to improve communication they must consider carefully. The messages they send should be short, concise and clear, pronounced in an appropriate tone and accompanied by appropriate "body language" so as not to occur inconsistencies between the content of the verbal message and the nonverbal signals that accompany it. Since only 10% of the information people receive comes from spoken words, it is useful for coaches find out which style of learning and information processing their athletes prefer (visual, auditory or kinesthetic). In the sports - psychological literature there are many suggestions for improving the efficiency of communication between coaches and athletes.

***Athlete-athlete communication.***Forming sports teams is a dynamic process that goes through certain phases (formation, storm and storm, standardization and execution). It has been known for a long time that a set of people is not the same as a group, and a group is not the same as a team. The key difference between the group and the team is in the interaction between its members, and especially the one that arises in the process of achievement common goals. Members of sports teams are in a relationship of interdependence in striving to achieve common goals. That is why they should truly support each other they take care of each other both on and off the sports field. There are many examples that they confirm that athletes transfer their extraordinary relations to other areas of life - they become godparents , business partners or lifelong friends. However, as we have already mentioned, the formation of team cohesion and harmonious relations between athletes do not always run smoothly. Yukelson thinks sports teams are like families, so from time to time there are conflicts, misunderstandings, problems, frustration and tension. This is understandable because the players come from different racial, ethnic, religious, socio-economic environments, and these deep-rooted elements of culture lead to intercultural misunderstanding. Because values, beliefs, attitudes and rational roles differ from culture to culture, athletes need to learn to be tolerant, to each other accept , respect and understand. Potential conflicts, mutual misunderstanding and non-acceptance, as well as other communication problems, which occur more often in situations of failure, in competitive contexts fraught with high pressure and stress, they can be significantly reduced if athletes get to know each other better. Better knowledge contributes to deeper mutual understanding, support and acceptance, the development of a sense of team unity and belonging, and can be achieved through various group discussions, team building activities, or other coaching actions. Orlick says: “Communication is open an important step in preventing and resolving potential problems among team members. Hard is to respect the needs, feelings or perspectives of others when you don't know who they are. " He never did too late or too early to move in a positive direction, to turn negatively in positive or wrong in right. Drawing on Orlick’s considerations and his own experience, Yukelson suggests several suggestions for improving the process of interpersonal communication in sports teams:

* Make sure all members are pulling to the same side (the team comes first). Also, it is necessary to understand that the more open they are to each other, the more chances they have to achieve their goals.
* Discuss strategies for improving team harmony, including ways mutual support and assistance on and off the field.
* Listen to others, and they will listen to you. Put yourself in someone else's shoes. Try to understand another person’s perspective .
* Learn how to constructively give and receive feedback or criticism. Assess what the message is of what has been said. Avoid receiving things in person.
* Learn how to better tolerate each other. Accept team members as they are including their flaws, personal whims, specifics, little funny habits that make them unique.
* Avoid gossiping and gossiping about teammates. Interpersonal cliques and petty jealousies they can quickly destroy team morale.
* Conduct discussions privately, avoid public confrontations. Work with the person directly.
* Accept that not all conflicts can be resolved, but most can be managed more successfully if both sides communicate.