

THE IMPACT OF THE COVID 19 CRISIS ON PERFORMANCE AND WAYS OF COMMUNICATING IN COMPANIES

Irma Mašović Muratović

University of Novi Pazar, Department of Economic Sciences
Novi Pazar, Serbia
i.masovic@uninp.edu.rs

Amela Ljajić

University of Novi Pazar, Department of Economic Sciences
Novi Pazar, Serbia
a.ahmatovic@uninp.edu.rs

Maida Bećirović-Alić

University of Novi Pazar, Department of Economic Sciences
Novi Pazar, Serbia
maida.becirovic @uninp.edu.rs

Abstract

The paper deals with methods and ways to overcome crises that are inherent in economic cycles and that are sometimes difficult to channel and control, because they are basically autonomous processes.

The topic of the work is multidisciplinary in nature, in formulating and presenting the results of the research work, the following methodological approaches were used: method of description, method of breakdown and functional combination, method of induction and deduction, method of concretization and abstraction

In order to present the impact of the epidemiological crisis more reliably, the paper discusses the problems, as well as the activities and efforts that the Republic of Serbia, as a small transit country, undertakes in order to reduce the negative effects caused by the crisis, but also points to the effects that leading countries are struggling with USA and EU. Bearing in mind the ways of doing business that companies used during the pandemic, it is certain that they will be applied in the coming period as well, given that the health crisis has imposed new ways of doing business and the declaration of the end of the epidemic is still not in sight.

In the further presentation, suggestions were given, that is, possible implications for future studies of topics related to business communication and unresolved issues were presented.

Keywords: verbal communication, nonverbal communication, economy, information, epidemiological crisis, business.

UTICAJ COVID-19 KRIZE NA PERFORMANSE I NAČIN KOMUNIKACIJE U KOMPAIJAMA

Apstrakt

U radu se obrađuju metode i načini za prevazilaženje kriza koje su inherentne privrednim ciklusima i koje je nekada teško kanalisati i kontrolisati, jer su u osnovi autonomni procesi.

Tema rada je multidisciplinarnog karaktera, u formulisanju i prezentovanju rezultata istraživanja rada, korišćeni su sledeći metodološki pristupi: metod deskripcije, metod rasčlanjavanja i funkcionalnog spajanja, metod indukcije i dedukcije, metod konkretizacije i apstrakcije.

Kako bi se verodostojnije prikazao uticaj epidemiološke krize, u radu se govori o problemima, kao i o aktivnostima i naporima koje Republika Srbija kao mala tranzitna zemlja preduzima kako bi umanjila negativne efekte izazvane krizom, ali se takođe ukazuje i na efekte sa kojima se bore vodeće zemlje SAD i EU. Imajući u vidu načine poslovanja koje su kompanije koristile tokom pandemije, izvesno je da će ih primenjivati i u narednom periodu obzirom da je zdravstvena kriza nametnula nove načine poslovanja a proglašenje kraja epidemije se još uvek ne nazire.

U daljem izlaganju date su sugestije, odnosno moguće implikacije za buduća proučavanja tematike vezane za poslovno komuniciranje i predstavljena nerazjašnjena pitanja.

Ključne reči: verbalna komunikacija, neverbalna komunikacija, ekonomija, informacije, epidemiološka kriza, biznis.

JEL codes: H12, D8

EFFECTIVE COMMUNICATION

People communicate with the environment on a daily basis, without quality communication, one cannot progress either on a personal or business level. Recognizing the fact that communication can be learned, practiced, improved and perfected as a skill creates new perspectives on understanding everyday life situations. Communication between business partners is inevitable, and how it will be implemented depends on the organization's system, implemented communication networks, but also on factors that come from an environment that often cannot be influenced, as confirmed by the situation related to the Covid-19 virus pandemic. Business communication that is invaluable for doing business can be a double-edged sword, so if it is done in a knowledgeable and right way, it can be effective and efficient, unlike a situation where incorrectly performed communication can have negative consequences.

Verbal communication that is characteristic of a person is most often realized through a speech model, whereby the tendency of the speaker is expressed to communicate, change or confirm something through statements. In addition to communication that is transmitted through words, there is a well-known type of communication which, instead of words, implies body language and represents non-verbal communication.

Non-verbal communication can be used unconsciously or consciously in the form of more pronounced emphasis of individual voices in speech, pauses, changes in facial expressions, looks, ways of listening to interlocutors, ways of greeting in situations where it is necessary to more clearly express certain phenomena or features. this is possible by using only the verbal system.

If we take into account the model of communication created and set up by Albert Mehrabian, one of the founders of the study of body language and nonverbal communication, experimentally determining that only 7% is what we say, and the way the message we have is as much as 93% of that, and this statement mostly refers to body language and facial expressions. [1]

The least mistakes occur in face-to-face communications, but due to the specifics of the situation and new business trends, it is necessary for organizations to adapt. A situation in which a large part of business activities takes place through online

communication and electronic messages is one in which we cannot actually see what someone is trying to communicate with us and we become aware of the problem we are in. Electronic messages carry a higher risk of misinterpretation, because apart from the meaning of written words, there are no other elements that would contribute to a better understanding of messages. [2, str.265]

Since the competitiveness of the modern economy increasingly depends on the ability of electronic programs and electronic communication, there is often a misunderstanding of messages sent through electronic communication channels, which is why such communication cannot always be characterized as successful. Having in mind the trends in business and the goals of improving business communication with the help of electronic means of communication, it is clear that electronic communications are the backbone of modern business.

COMMUNICATION IN THE ORGANIZATION

Organizations represent specific types of groups, in which individuals get involved in order to solve a problem or achieve a common goal by working together, using knowledge and skills. Within each organization, a system is developed in a meaningful way that will define the relations between employees in order to coordinate and divide the work that needs to be done. According to Dobardžić, "communication is one of the key processes in the functioning of goal-oriented systems and therefore any form of business presupposes its existence." [3, str.145-168]

The structure of the organization determines the directions of action and the kind of communication in companies often depends on how it is set up "from above". Examining the forms of communication implemented in various organizations, it can be concluded that the directions of communication are mainly downward communication and upward communication.

Downward communication is usually the one that goes from superior to subordinate, that is, the one that follows the hierarchy of authority, based on the principle of unity of command. This type of communication, which can generally be characterized as directive, is based on authority with the basic goal of guiding, giving instructions and providing information to members of the organization about goals and organizational policies.

This type of communication in order to be successful needs to be accepted as such by employees, and this is possible only in a situation where:

- the employee understands the message and can physically and mentally perform activities arising from the content of the message and
- when he believes that the message is in line with his interests or the general interests and goals of the organization.

The key link in this communication is top management, and it often involves one person initiating the most important messages and saying what needs to be done and when, unfortunately not taking much into account the feedback and what the performers think about them.

This type of communication can have a negative impact on productivity, especially in the situation we are in, when everyone feels a dose of fear and uncertainty and when mutual care and respect is crucial. If the employees do not form a feeling that the company's management or superiors respect them and have an ear for their fears, wishes and needs, it is very likely that good and quality mutual relations and understanding will not be established.

Each organization should have its own organizational culture, the development of which takes time and which will change in accordance with the requirements of the environment and the accompanying life cycle of the company. The socio-economic crisis emphasizes the need to develop an open organizational culture with the inclusion of ethical values. Accordingly, emphasis is placed on expertise and ethical approach, which are more important than formal government, with timely and correct communication being established with the implementation of employee support programs. Proactive and effective communication with customers, employees, suppliers, investors and regulatory institutions are vital and can help mitigate negative effects and protect a company's reputation. [4]

In large corporations, communication is set up in a complex and corporate way, and has its own procedures that clearly show who, what and to whom communicates, striving to make the whole chain of communication efficient, short and fast, with a high dose of mutual respect. In large corporations, the so-called upward communication, in which messages go from subordinates to superiors, where the goal is to provide higher levels with information about what is happening at lower levels. This type of communication encourages and encourages employees to participate in the decision-making process and to accept useful ideas, suggestions, suggestions, explanations and that is why it is important for the successful work of organizations. In addition to the established channels of communication that are prescribed and established in the organizational structure, with the emergence of crisis situations, due to the urgency of the action requires rapid response, which is why those involved must be ready and able to deviate from the regular form of sending and receiving data. "Shortcuts". The idea of the shortcut is actually to recognize the existence of channels outside the officially provided communication channels and in many ways enables efficient and fast problem solving.

What should not be neglected is the fact that how one communicates within the company is reflected in how one communicates outside the company, and what market results the organization will achieve.

In support of the previous statement can be cited the writing of. Lukač - Zoranić, "that the business culture of individuals and groups within companies is based on general culture, culture of oral and written communication, the culture of speech and good behavior." [5, str.161-169]

Communication confirms the holistic nature of the organization, implying a situation where managers cannot effectively do their part of the job without understanding simultaneous relationships as a whole. Business organizations that want to achieve enviable results in the market must work holistically, that is, as a whole, and the whole is a function of constant and efficient communication. [6, str.38]

CHARACTERISTICS OF ONLINE COMMUNICATION

Technology and new communication practices have challenged the way information is stored, processed, and transmitted, with managers making informed choices in many organizations to enable information technology to bring about changes in the way people communicate. These changes have further caused changes in the way many organizations manage. [7, str. 497]

The Internet, recognized as a global communication network where the electronic world of the Internet mirrors the real, material world from which it originated and develops alongside it. The use of services and resources based on Internet technologies is growing exponentially, which is why the use of the Internet is becoming one of the most important life skills, which, like any other skill, is learned, practiced and as such improved and developed.

As a method of sending and receiving textual, pictorial and voice messages between all individuals involved, organizations, government bodies and institutions, the Internet is a tool for globalizing data collection. [8, str. 156]

The good and useful sides of online communication via the Internet in business are:

- speed and ease of communication regardless of spatial distance,
- cheap communication,
- possibility of negotiation and contracting,
- the possibility of quick and easy exchange of experiences, opinions and views on common interests and current topics,
- availability and ease of finding a variety of information,
- faster news publishing,
- developing a sense of value and ability, etc.

Online communication on the Internet carries with it some dangers, and the most common sources are:

- often inability to see the interlocutor,
- reduced security,
- difficulties in protecting communication channels from unauthorized intrusions,
- the possibility of infecting computers with malicious programs (viruses),
- organizational secrets can "leak" and be revealed,
- Exposure to cyberbullying, which is expressed through attacks on privacy, harassment and dissemination of offensive comments,
- there is a possibility of spreading bad or false information, such as false information about the management team, accurate data on employee income, etc.

Having in mind the advantages and disadvantages of online communication, special rules govern the Internet and communication signals have been developed for the purpose of faster and more complete communication. Due to the peculiarities of communication, there is also the so-called Netiquette (Internet etiquette) which actually represents the rules of desirable behavior and which as such can be formal and informal. Formal ones are those that are prescribed and if they are not respected, the rights to access the Internet can be lost, and some forms of non-compliance with these rules are also illegal, which is why the perpetrators can be prosecuted. Informal rules

of conduct are those that are agreed upon even if they are not prescribed, such as e.g. message formatting, tolerance, copyright, etc.

An organization that wants to survive in the market must have satisfied and loyal stakeholders, which is why business communication must be constantly improved and adapted to market demands. Organizations that are aware of the benefits of communicating via the Internet are fast becoming "internauts" and know very well when and how much to use the Internet to meet their interests, desires and needs.

What all participants in economic events know, and what the current situation is, has confirmed that "only changes are permanent" and we should all behave accordingly, especially managers who must view business in a time-changing business context.

Depending on the type of business, as well as the interests and knowledge of managers, it is inevitable to predict the future in order to see the factors that over time can help or hinder in terms of business success. [9, str. 236-238]

Forecasting the future allows you to see the prospects of a particular business, where it does not have to be based on strict studios or scientific procedures, but the approach can be intuitive and experiential and it is clear that the quality of forecasts depends on the quality of business decisions to the future.

COMMUNICATION IN THE AGE OF EPIDEMIOLOGICAL CRISIS

The crisis situation caused by the Corona virus (Covid crisis) arose in the field of health and protection of citizens from the spread of the virus, as well as in the field of work organization, work obligations and work environment. In a situation where there is a danger of rapid spread of the virus, there is an equal danger of spreading a lot of misinformation and misinformation that cause reduced concentration on work obligations, and therefore less efficiency, which negatively affects performance.

The effects of information and communication to the public are also evident among consumers. Information that certain products are in short supply caused panic and made certain items sell out in record time (toilet paper, hand sanitizers, canned goods, etc.) and caused further negative effects.

The Government of the Republic of Serbia responded to the challenge posed by the pandemic for the system by creating measures to combat the pandemic, which were reflected in closures, bans on gatherings, curfews, quarantine depending on the field of work, with each measure implying communication restrictions. For many employees, the virus pandemic initiated the transition to work from home, which is why companies quickly had to find ways to adapt to the new situation, and the solution was most often found in remote work via electronic and online communication.

Situations where the decision was made to suspend activities in order to prevent the spread of infection are not unknown, most often in areas that involve the stay of a large number of workers in the same area (eg production).

On the other hand, health workers and workers in activities of public interest, such as supermarkets and pharmacies, have suffered enormous pressure due to the increased risk to their health, prolonged working hours and stress.

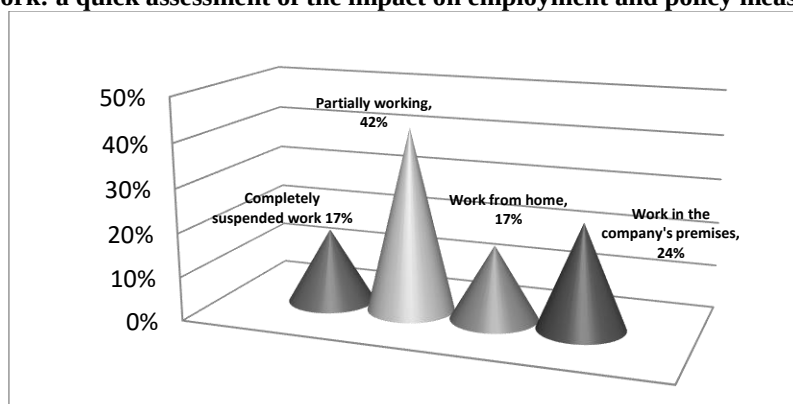
Some businesses have suffered a double blow - one caused by quarantine and one resulting from declining demand as a result of less mobility, growing insecurity and a

sudden drop in disposable income in households affected by declining wages and layoffs.

It is clear that in such conditions it was difficult to maintain economic activity and the Government, bearing in mind, provided state financial assistance during the crisis for companies that do not lay off more than 10% of their workforce. The data indicate that about 96% of companies met this criterion, managed to adjust their operations to some extent, and thus prevented mass layoffs and increased unemployment. With this in mind, the unemployment rate is clearly not the best indicator of the immediate impact of the crisis on the labor market

According to a survey conducted by the Union of Employers of Serbia (UPS), about 17% of companies completely suspended activities during the crisis, 42% kept a certain level of activity, and 17% switched from home, while about 24% worked on the premises companies.

Graph 1. Personal presentation based on data from the report "Covid-19 and the world of work: a quick assessment of the impact on employment and policy measures"



Source: Business Survey, UPS, ILO, EBRD, 2020

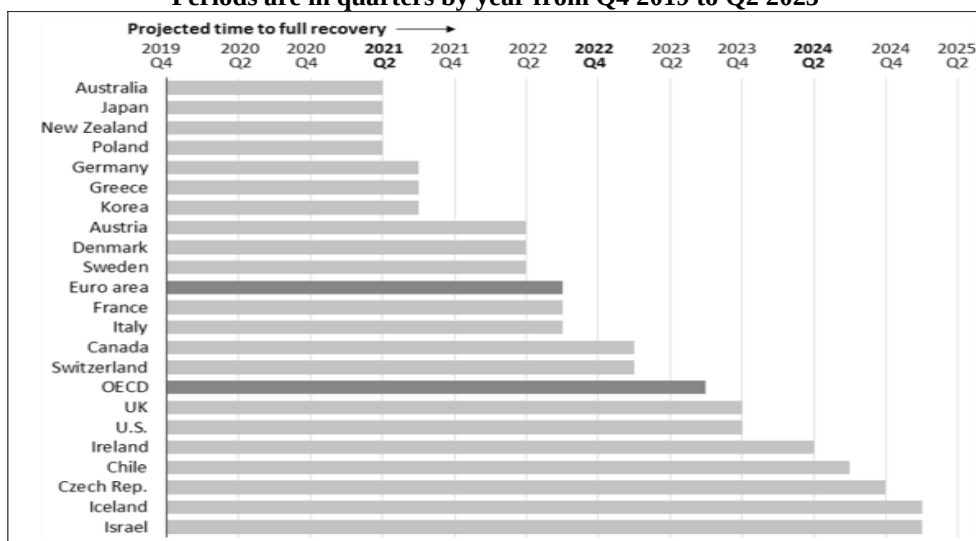
At the time of the survey, most companies expected to be able to fully return to pre-epidemic levels within a month (about 30% of respondents) or one to three months (36%). About one-fifth of companies expected it to take three to six months, and 10% expected it to take more than six months. [10]

THE IMPACT OF THE PANDEMIC ON MACROECONOMIC INDICATORS

Unemployment as an indicator is not the best indicator in other countries either, which have also not experienced prolonged periods of high unemployment rates due to the implemented national income and wage maintenance programs. The main exceptions were the United States and Canada, where unemployment rates jumped from the end of the first quarter of 2020 to the second quarter of 2020. By August 2021, most OECD economies had unemployment rates ranging from 6.5% to 9.0% with some exceptions: Japan (2.8%) and Germany (3.6%) had rates below OECD average of 6.2%, while Greece (14.6%), Spain (14.3%), Colombia (13.7%) and Italy (9.3%) had

rates higher than the average OECD. The big difference between the data from the USA and the EU is due to different interpretations, where EU workers who are absent from work due to temporary dismissal are counted as employed, while in the United States they are counted as unemployed. The OECD estimated in its July 2021 Employment Perspectives that by the end of 2020, about 22 million jobs had been lost in the OECD compared to 2019. In addition to unemployment rates, the OECD has predicted a length of time that could last in quarters, or quarterly periods, from the end of 2019 to the second quarter of 2025 to return selected OECD countries to full employment, as shown in the picture.

Picture 1. Estimated time to full recovery in employment in selected OECD countries.
Periods are in quarters by year from Q4 2019 to Q2 2025



Source: Congressional Research Service, GlobalEconomic Effects of COVID-19, Updated November 10, 2021, R46270, Prepared for Members and Committees of Congress

The assessment suggests that four countries - Australia, Japan, New Zealand and Poland - could reach pre-pandemic unemployment rates very quickly. On the other hand, OECD countries would not, on average, reach the level of unemployment before the pandemic by the end of 2022 or three years after the beginning of the recession. Other countries are projected not to reach pre-pandemic unemployment levels until mid-2024 or more than four years after the recession began. [11]

The Republic of Serbia, whose economy is characterized by a transition to becoming part of the EU, faces similar challenges as more developed countries. Economic shocks following the COVID-19 pandemic were inevitable, and given the systemic nature of the crisis, governments had to implement policies and strategies to ensure the well-being of the people and the economy. Similar to the United States, Great Britain, EU countries, China and other countries, Serbia focused on three main issues - curbing the epidemic, rescuing MSMEs and keeping the unemployment rate to a minimum where financial support and incentives are imperative. However, as countries differ, so do the measures and methods of implementing financial policy. While more developed countries can provide more affordable monetary relief,

transition economies whose governments are in debt must work hard to develop strategies that would drive economic growth after the COVID-19 pandemic subsidies. The Republic of Serbia has managed to implement an adequate policy regarding economic measures in time, but it should be emphasized that based on the projections of developed countries, a mild to deep recession is almost inevitable. So far, most countries have experienced a reduction in the GDP growth rate, but since the main issue is unemployment, the number of closed companies is bearable. [12]

The presented table gives an overview of the number of established and closed business entities in the period 2019-2021 based on data from the Business Registers Agency.

Table 1. Number of established and closed business entities in the period 2019-2021, personal presentation based on data from the Business Registers Agency

		2019	2020	2021
Established	Entrepreneurs	37 160	29 810	34 378
	Companies	9 157	9 176	9 635
	Total	46. 317	38. 986	44 013
Extinguished	Entrepreneurs	23 593	22 052	22 934
	Companies	27 163	7 982	7 046
	Total	50. 756	30.034	29 980
Net	Entrepreneurs	13. 567	7. 758	11 444
	Companies	-18. 006	1. 194	2 589
	Total	-4.439	8. 952	14 033

Source: Authors

COMMUNICATION CHANNELS AND MANAGEMENT

If the importance of internal and external communication is observed, the advantage belongs to internal communication because it is the one that is responsible for how business will take place within the organization, which affects the very positioning in the market. Successful internal communication primarily affects the satisfaction and motivation of employees, and thus efficiency, which is why it must be constantly improved and is the basis of strategic business.

Pointing out the importance of internal communication does not diminish the importance of external communication, but they are mutually conditioned and the company can be successful externally only if there is coordination and quality communication between employees and management within the organization.

If there is no established good communication between employees and management, it can negatively affect productivity, especially in the situation we are in, when everyone feels a dose of fear and uncertainty and when mutual care and respect is crucial. If the employees do not form a feeling that the company's management or superiors respect them and have an ear for their fears, wishes and needs, it is very likely that good and quality mutual relations and understanding will not be established. The company has an obligation to provide teleworkers with the necessary resources such as technology, tools in the form of programs, instructions for their implementation and training as needed to facilitate telecommuting and increase employee loyalty.

In times of crisis, especially in situations of collective danger, people rely more on each other, aware of the dangers and risks in people, the innate instinct to help each other to survive prevails. During the pandemic, it was noticed that people at work cared more about each other, about the business and the success of their organization. Loyalty to companies has peaked. The importance of employee loyalty for the company is invaluable, because the interests of employees and the company are equated, and workers are now beginning to care more about the interests of the company because it is also their personal interest. [13]

However, despite all the desire to support the company, it is not easy for some employees to adapt to the new situation of remote work. Teleworking is nothing new in the world, but it did not have the scale of acceptance we have today. [14]

In times of crisis, the key to successful management of organizations and people is trust in managers, which is built on personal and acquired authority. "Trust is an axiom of successful leadership".[15] Surveys conducted in companies in Southeast European countries show that over 63% of employees trust the company's management in making decisions to overcome the crisis. They believe that one of their important items is informing them about how companies are coping with solving current challenges. [16]

If employees are not adequately informed, space is created for dissatisfaction with work and the environment, mistrust and insecurity, which can produce various rumors and misinformation. It is not a rare situation in practice that the greatest damage to the organization is inflicted by those who are inside it, ie those who work in it, mostly out of anger or ignorance. That is why it is very important that the management builds good relations between employees, to create a sense of "common problem" and to enable employees to be part of the solution to problems and to work together to help overcome crisis situations. This setting strengthens the organizational culture, and it is the organizations in which employees are satisfied that do not have to worry about their reputation and positioning in the market.

One part of the respondents (34.13%) in the survey of companies in Southeast Europe is even concerned about "inadequate measurement of work performance due to remote work", which is an important factor in employee satisfaction. [17]

Organizations that have failed to establish good communication and attitude towards employees do not have a developed corporate culture. Managers of such companies should learn to communicate with their employees in order to establish a primarily organizational culture that will determine what employees consider important and what is less important, and then establish common values, attitudes and assumptions, ie what is common to all members of the organization. Only such an environment guarantees maximum commitment of employees and thus a positive impact on productivity, growth and development of the organization.

Another priority during the pandemic is investment in technology and infrastructure to support telecommuting, as well as virtual collaboration. At the time of the epidemic, business communication was predominantly moving to online platforms, which was a problem for some organizations because the crisis hit them unprepared. And if there was a tendency from the past to use online communication more often and on a mass scale, during the pandemic it became an inevitability and a new reality.

Meetings are held through video conferences, and in the sea of elections, those platforms that enable a larger number of participants, easy use and data security win, while information was often spread on social networks.

Covid 19 in 2020 forced employees in 30.1% of companies in Serbia to have mobile access to the company's email address, while 37.7% of companies increased the volume of online meetings, using some of the tools such as Skype, Zoom or Teams. The research of the Bureau of Statistics shows that the increase in the volume of online meetings in 39.7% was caused by the Pandemic, and that in 55% of companies this increase had nothing to do with the current virus. A good basis for increasing the volume of online sales is the use of mobile internet. In Serbia, over 78% of small businesses provide portable devices that enable mobile internet. Regarding e-commerce, during 2020 over 27% of companies in the Republic of Serbia sold products / services via the Internet. [18]

Organizations had to implement socially responsible business at the center of their strategies, and it is very important what is communicated and what is sent as a message, either internally or externally, which is why it is very important to follow the views of the community and how it reacts to certain problems.

It is important to maintain and make communication constant regardless of the channels used and the difficulties encountered in individual organizations, because the story of communication is actually a story of leadership, especially in the current situation when the most important thing is adequate, timely and true. informing employees. This is very important so that the process of change is more easily accepted by employees and certain activities and work processes that must also undergo changes are more effectively implemented in the organization.

It is still not possible to predict the changes that will occur after the end of the pandemic, but it is certain that those organizations and individuals who knew communication skills and managed to develop creative business plans in the "new normal" state have a bright future.

From today's point of view, when the fight of the virus pandemic all over the world continues, it can be concluded that proactive communication enables finding solutions and helps organizations prepare for the post-pandemic era.

The onset of a crisis is actually a situation where team leaders need to show seriousness and conscientiousness when it comes to work organization, care for employees and work results. If the problem and the crisis are not ignored, but a compact internal structure is provided in an organization with a high level of trust, adequate action and coping with the crisis will be ensured without shifting the responsibility to someone else.

The greatest responsibility in creating a safe atmosphere in the workplace, but also for harmonizing the business organization with the crisis changes that are happening in the environment, have leaders and managers who will manage to cope with the crisis and its effects only through quality and efficient communication.

It is also very important to emphasize that it is not enough for the organization to build a management structure that will give the results needed to overcome the crisis, because as we know all organizations go through different periods (crisis, stable period, new knowledge, etc.) Improving and innovating the organization's capabilities

aims to achieve balance and increase the satisfaction of all stakeholders, especially customers. [19]

Another priority on which the organization can gain an advantage over the competition is social responsibility, which is becoming increasingly important. People are interested in the way companies treat the environment and society in general, and it is important to identify those actions and actions that can benefit the core business and society as a whole, and after identification, using appropriate communication will increase the positive impact on the image and results.

CONCLUSION

Business communication, viewed as giving and receiving business information in order to achieve certain business goals and concrete results, implies the existence of free and undisturbed communication. In the modern business world, especially in crisis situations, modern and innovative forms of communication work better and last longer, and thus give more positive feedback if they are realized in the right way.

The role of managers in the communication process is very important, because they are in charge of guiding employees and organizing work. Their task is to notice good communications within the organizational scheme, then to define the communication channels that will be used, and with adequate motivation of employees, good decision-making will be ensured, and thus their realization.

The crisis that has befallen the whole world is not only a crisis in the field of health, but it has serious economic and social consequences that cannot yet be fully understood. What can be said with more certainty is that the crisis has shown other ways of doing business and the readiness of organizations to accept them. In other words, this crisis has shown who had a good culture of communication in their company and who did not, and because of that they are already suffering the consequences.

One of the most important challenges during the Pandemic is productivity with new technologies and efficiency. The Covid 19 pandemic affected 2.7 billion employees, which is about 81% of the workforce worldwide, according to the International Labor Organization. [20]

Good communication increases certainty or knowledge of what exactly we want to achieve, and if employees know that the priority is to save jobs, and take care of human resources in the first place, it will be easier to overcome various forms of crisis faced by all types of business. By saving jobs, business is actually saved, and if all perspectives fit together through communication, then it is possible to find a solution for such crisis situations.

The culture of business communication is finally being recognized as one of the key factors of business, which is why communication management must be strategically viewed so that business results do not suffer. Good communication has become important because it is in this way that more profitable business is provided, good workers are attracted and retained, as well as customers or service users, and thus a positive impact is built on building a brand and strengthening the reputation.

It can be concluded that communication must be strategically managed if good and measurable business results are taken into account. Therefore, one of the basic tasks of any organization is to establish and maintain communication and information flow between the company and the public in order to develop good relations with stakeholders and manage all activities of the organization in the desired direction.

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REZIME

Komunikacija u našoj privredi, odnosno među kompanijama a i zaposlenima unutar kompanija je pod velikim pritiskom od momenta izbijanja epidemiološke krize jer su zdravstveni razlozi nametnuli nova pravila ponašanja kojih bi trebalo svi da se pridržavaju.

U novonastaloj situaciji, koja neretko zna da uplaši, ali isto tako i da zbuni, privreda mora da nastavi svoje cikluse a samim tim i da se izbori sa izazovima koje nameću nastojanja da se direktni kontakti ograniče.

Ovakvo okruženje nameće suočavanje sa situacijom gde učesnici privrednih dešavanja iz zdravstvenih razloga nisu u mogućnosti da direktno razgovaraju i ono što na prvom mestu nedostaje je upravo ljudski kontakt, zbog čega najviše nedostaje onih informacija koje dobijamo iz govora tela. Neverbalna komunikacija je vid komunikacije koja upravo podrazumava govor tela koji ljudi često nesvesno i nevoljno koriste a koja ističe ono što žele da kažu. Ovakvo komuniciranje je neposrednije, manje kontrolisano i namerano, i baš zato zaslužuje posebnu pažnju i više mu se veruje.

Znajući da je informacija osnova svake racionalne odluke, pri čemu do informacija dolazimo upravo putem verbalnog i neverbalnog komuniciranja sa okruženjem jasno je koliko je teško doneti optimalne poslovne odluke i koliko je neizvestan ishod aktera tržišne utakmice.

Da bi kompanije uspostavile funkcionalno poslovanje koje će adekvatno odgovoriti na izazove krize čije okončanje se još uvek ne nazire, digitalizacija poslovanja sa posebnim akcentom na komunikacione alate, opremu i kanale se nameće kao neminovnost za prilagođavanje i odgovor novim poslovnim praksama.