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The role of communication in management decision-making in manufacturing enterprises

Shehide Qerimaj–Lushtaku[1], Bashkim Bellaqa[2*]
[1]Heimerer College, Pristina, Republic of Kosovo; shehide_q@hotmail.com (S.Q.L.).
[2]Faculty of Economics, University of Mitrovica "Isa Boletini", Mitrovica, Republic of Kosovo; bashkim.bellaqa@umib.net (B.B.).

Abstract: The primary aim of this research is to evaluate the influence of communication on managerial decision-making within manufacturing firms in Kosovo. Employing a quantitative research methodology, the study utilizes statistical analysis of both primary survey data and secondary data sources. According to official records from the Statistical Agency of Kosovo, there were 6,374 registered manufacturing enterprises in 2023, highlighting the sector's significant contribution to the national economy. The empirical results demonstrate that communication clarity (B = .310, p = .006), perception of communication (B = .532, p = .000), and organizational barriers (B = .218, p = .026) have a statistically significant impact on the quality of managerial decisions. The findings suggest that transparent and well-structured communication enhances decision-making effectiveness, whereas operational challenges such as poor coordination, technological limitations, and limited engagement of internal stakeholders hinder the decision process. The study emphasizes that effective communication is integral to managerial decision-making, and strengthening both vertical and horizontal communication channels is crucial. Practically, the results recommend that managers develop comprehensive communication systems involving all relevant stakeholders to foster collaboration, minimize barriers, and improve decision quality in manufacturing organizations.

Keywords: *Correlation, Decisions, corporate culture, Management, Personnel management.*

1. Introduction

Effective communication is a key component of organizational management, particularly throughout the decision-making process. Communication activity is concerned with what must be communicated in order to achieve the intended result [1]. In Kosovo, many manufacturing businesses confront significant internal communication issues, which frequently have a negative impact on the quality of managerial choices. Many organizations face considerable difficulties due to ineffective or weak communication systems. Often referred to as the "nervous system" of an organization, communication plays a critical role in sharing information, guiding decision-making, and fostering collaboration [2].

Communication encourages management to develop strategies and processes based on the continuous dynamics in the enterprise's social setting and stakeholders, rather than focusing solely on its own interests [3]. Every human activity is either the result of a previous decision-making process or the decision-making process itself. As a result, everything we do today, at a specific time, or right now is a decision-making or implementation of a previous decision-making process [4].

To successfully attain or implement these functions, a manager must have certain knowledge and abilities, as well as established communication between managerial functions. Communication must have a purpose, whether it be through formal or informal channels. This procedure is tough due to a lack of openness, structural impediments, and an underdeveloped organizational culture. Communication and

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* Correspondence: bashkim.bellaqa@umib.net

collaboration are fundamental components of effective business management, fostering organizational alignment, innovation, and productivity [5].

The complete implementation of the five-stage decision-making process is the exception rather than the rule in managerial decision-making. Managers who actively engage in these procedures perform better [6]. Communication within enterprises has grown in importance as the corporate world has become more complex and competitive. Communication plays an important role in the increasingly porous and fragile boundary between an organization and its surroundings [7].

Effective communication management, which is based on communication competency, is a means for integrating employee engagement into the enterprise's strategic context, laying the groundwork for long-term development [8]. In manufacturing firms, where operations are interrelated and continual coordination is necessary, information clarity and flow are critical to managerial decision-making success. Publications on communication have presented many interpretations of the idea of communication in decision-making, examining multiple effects and determining consequences in the process of producing value for organizations [9].

Thus, the purpose of this paper is to investigate the impact of communication on management decision-making in Kosovo's manufacturing enterprises. The study uses a theoretical and empirical approach to provide an overview of existing practices, obstacles, and potential for change, thereby contributing to the establishment of a management system based on structured, complete, and effective communication. Communication serves as a tool for social interaction, helping to understand and anticipate responses to a situation [10].

Communication is particularly important in the decision-making process when it comes to selecting distribution channels, as it ensures that selections are informed and appropriate to fulfill market needs and corporate objectives [11]. The importance of cultural contexts in communication strategies has been shown, as well as common principles that can be used to develop effective internal and external communication in many businesses, which also influences decision-making.

The management and construction of a shared environment is an essential component of decision-making; hence, focusing on communication mastery is inextricably linked with successful decision-making.

A fundamental question for all managers is how much decision-making authority they should delegate to their teams or colleagues.

Communication is the movement of ideas from sender to recipient, and it is thus an essential management tool that serves the needs of businessmen in terms of decision-making, interaction, and information and idea sharing [12]. Given the numerous benefits of written communication, it is remarkable that the majority of administrative decisions are made orally [13].

The importance of internal communication in enterprise processes, as well as interdisciplinarity and guaranteeing compatibility between different departments, has not received much attention [14].

Decision-making is one of the most important activities in any organization; it is the process of deciding what action to take, usually by selecting between options [15]. Every decision, regardless of perceived importance, must be made with the best intentions and in the best interests of the business [16].

During our research, we sought to answer the following research question: How does communication influence management decision-making and decision quality in Kosovo's manufacturing enterprises?

This study question's framework comprised four sub-questions, which are as follows:

1. Does communication clarity and effectiveness influence managerial decision-making quality?
2. How do managers perceive the impact of communication on decision-making?
3. What are the most common communication obstacles that negatively affect decision-making?

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The paper's structure includes Section 2: Literature Review. Section 3: Research Methodology. Section 4: Data Analysis and Results. Section 5 includes the debates, while Section 6 contains the study's results and suggestions.

2. Literature Review

Research by various researchers has been used to determine the existence of links between communication in the managerial decision-making process and the quality of decisions in manufacturing enterprises, the clarity and effectiveness of communication, managers' perception of the impact of communication on the decision-making process, and communication barriers that affect the decision-making process in manufacturing enterprises.

Data from different credible local and international institutions have also been utilized (World Bank, Ministry of Industry, Entrepreneurship, and Trade of Kosovo, American Chamber of Commerce of Kosovo, Business Registration Agency, Kosovo Agency of Statistics, and so on).

Historically, decision-making has served as a platform for employees at all levels of management to share ideas and thoughts on how to make their professions more sustainable and flexible in the face of environmental changes [17].

Communication of decisions employs comprehension of the world, but the information used to communicate decisions is always distinct from that used to express subsequent decisions [18].

Despite the efforts of scholars from various domains, we still have a limited grasp of the decision-making process for acquiring human resource skills [19]. The term "decision-making" refers to a process in which members of an organization's management team and other employees analyze possible solutions to a particular problem or ways to adapt to changing conditions in order to remain competitive in the face of rapid technological advancements [20]. Effective communication is critical in this context, not only for operational efficiency but also for fostering a positive and engaging work environment [21].

Furthermore, the academic world is increasingly interested in the idea of human resource agility, which refers to an organization's ability to react rapidly and adapt to changes in its external environment [22].

Theories and scholars have extensively discussed the relationship between communication and decision-making. Communication of decisions is frequently interpreted as communication about decisions. Communication of decisions begins when the problem is identified and ends when the solution is implemented and feedback is received. Organizations as systems require communicative activity; therefore, decision-making necessitates communication and coordination. Organizational decision-making can be referred to as strategic action because it is focused on successful problem solutions [23].

A decision is a kind of communication that considers the social expectations of the organization's members.

An organization's reality is limited by its ability to gather and process information as a result of discovering a situation in which all the alternatives of choice and every consequence of the options are understood; thus, communication plays a significant role [24].

Herbert Simon's communication-based decision-making model provided the premise of decision-making, a value that guides decisions. Communication of decisions is a unique aspect of organizational communication [25]. An informed communication strategy allows managers to structure the flow of information in a better and more controlled manner while avoiding costs caused by a lack of timely and effective communication [26].

Communication is an essential element for the optimal functioning of any organization, regardless of its nature or size, especially as it operates in a turbulent external environment where globalization, internationalization, market liberalization, and computerization are encountered at every turn [27].

On the contrary, it is the driving force of organizational communication. Decision communication also has a noticeable aspect in terms of approving or disapproving options, which can be done explicitly or implicitly [28]. Change management is a series of activities aimed at preparing individuals, teams,

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and the organization as a whole for the challenges and opportunities that change brings, while communication is the essential channel for distributing information, fostering understanding, and eliciting support from employees throughout the change process. As stated by Kotter [29] "Without reliable communication, the hearts and minds of employees are never captured." This emphasizes the significance of communication in management, as it serves as a catalyst for altering employees' attitudes, behaviors, and commitment to the organization [30]. Communication is a crucial component of business, organization, and management both within and outside of a company; communication is continuous [31].

Based on the research topic, how does communication affect the managerial decision-making process and decision quality in Kosovo's manufacturing enterprises?

In addition to three sub-questions within the framework of this research issue, three hypotheses have been developed on which this study is based:

H_1: Clear communication is positively associated with the quality of managerial decisions.

H_2: Managers perceive communication as a key factor in effective decision-making.

H_3: Communication obstacles, both technical and organizational, reduce the quality of decisions made.

3. Research Methodology

The role of communication in managerial decision-making in manufacturing enterprises is central to this study, as are the effects of communication clarity and effectiveness on the quality of managerial decisions, managers' perceptions of the impact of communication on the decision-making process, and communication barriers that negatively affect the decision-making process.

The aforementioned components have been investigated in terms of decision-making in Kosovo's manufacturing enterprises. Data for this study were collected from both primary and secondary sources.

Secondary sources included data from reliable local and international agencies, while primary data was gathered through a survey.

In March 2025, 60 managers of manufacturing enterprises in the Republic of Kosovo participated in a survey to collect primary data. The sample was selected at random and distributed over 20 localities in Kosovo. The survey is divided into four sections: the introduction, the demographics, the function of communication in managerial decision-making in manufacturing enterprises, and the conclusion.

The third and key section of the study consists of three questions: Does the clarity and efficacy of communication affect the quality of managerial decisions? How do managers see the impact of communication on the decision-making process? What are the most common communication barriers that undermine decision-making? The answers to the questions were given on a Likert scale ranging from 1 to 5. The completed questionnaires were professionally reviewed, and the data was processed and analyzed using the Statistical Package for the Social Sciences (SPSS) application.

The study starts with the hypothesis that the role of communication in managerial decision-making is dependent on the clarity of communication in the positive relationship with the quality of decisions made by managers, on managers' perceptions that communication is a key factor for effective decision-making, on the impact of technical and organizational barriers to communication in terms of reducing decision quality, and so on.

The dependent variable Managerial Decision Making and Decision Quality in Manufacturing Enterprises, abbreviated as MDQDME, was compared to the independent variables Communication Clarity, abbreviated as CC, Communication as Perceived by Managers, abbreviated as CPM, and Organizational Barriers to Communication, abbreviated as OBC. The direct correlations between our variable of interest Y and the other independent variables X_1, X_2, and X_3 were initially produced and evaluated using a scheme that assumed a causal relationship.

The hypotheses presented in this paper are based on the evaluated literature, the research question, and the study's sub-questions. The database was used to extract empirical studies of correlations, regressions, coefficients, etc. The multiple linear regression model provided by Studenmund and Johnson [32] has been used in this study based on a theoretical analysis of the aforementioned

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literature as well as empirical evidence. This analysis was conducted using the following constant factor regression model:

$$Y_{ij} = \beta_0 + \beta_i X_i + \varepsilon \quad (1)$$

Where:

Y - Dependent variable;
β_0 = Constan;
βi - Partial regression coefficients;
Xi - Independent variable;
ε - Standard error;
The influence of the independent variables CC, CPM, and OBC (as defined above) on the dependent variable MDQDME was investigated in this study.

The linear regression model shown below was used:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \quad (2)$$

$$Y\,JCAMFI = \beta_0 + \beta_1\, CC + \beta_2\, CPM + \beta_3\, OBC + \varepsilon \quad (3)$$

The foregoing definitions represent X_1: communication clarity (CC); X_2: communication perceived by managers (CPM); and X_3: organizational communication barriers (OBC). The dependent variable Y is management decision-making and quality of decisions in manufacturing enterprises (MDQDME), which is tested against the independent variables CC, CPM, and OBC.

4. Data Analysis and Results

4.1. Dynamics of Enterprises in Kosovo

According to KAS statistics, commercial enterprises outnumber manufacturing enterprises in Kosovo, making the country more of a consumer than a producer. The results of Kosovo's trade balance show that the country currently has a negative trade balance. In 2024, Kosovo exported 941.508 million euros while importing 6,370,372 euros, for a trade balance of -5,428,864, or exports covering imports by only 14.8% [33]. Kosovo's economy encompasses all interrelated activities of production, services, and consumption within which limited resources are allocated or utilized to meet inhabitants' needs.
In Kosovo in 2023, there were 48,317 active business enterprises and 274,622 employees [33].

In terms of active enterprise trends from 2019 to 2023, the highest number of active enterprises occurred in 2023 and the lowest in 2019. The dynamics of business enterprises from 2019 to 2023 can be seen in Figure 1.

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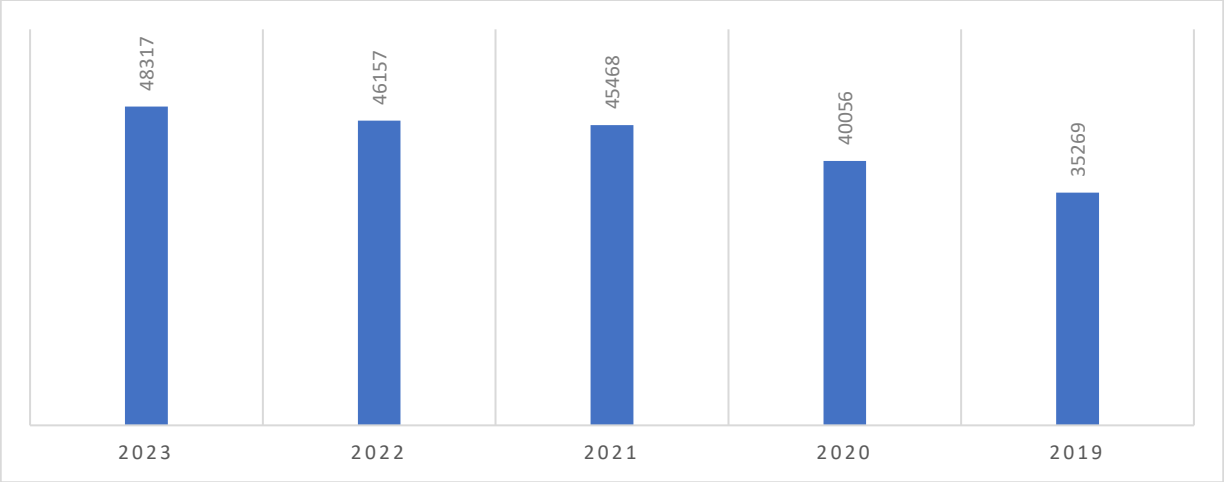

Figure 1.
Number of active enterprises in Kosovo, 2019 – 2023.
Source: Author - processed data on structural business statistics for the years 2019 – 2023 based on KASdata.

According to ASK's estimate, there were 6,374 manufacturing businesses in 2023 [34]. Based on comparison assessments between years, the dynamics of manufacturing firms appear to be unstable, with a little increase between years, with the most pronounced increase in 2023 and the least significant increase in 2019. Figure 2 depicts the trend of manufacturing businesses.

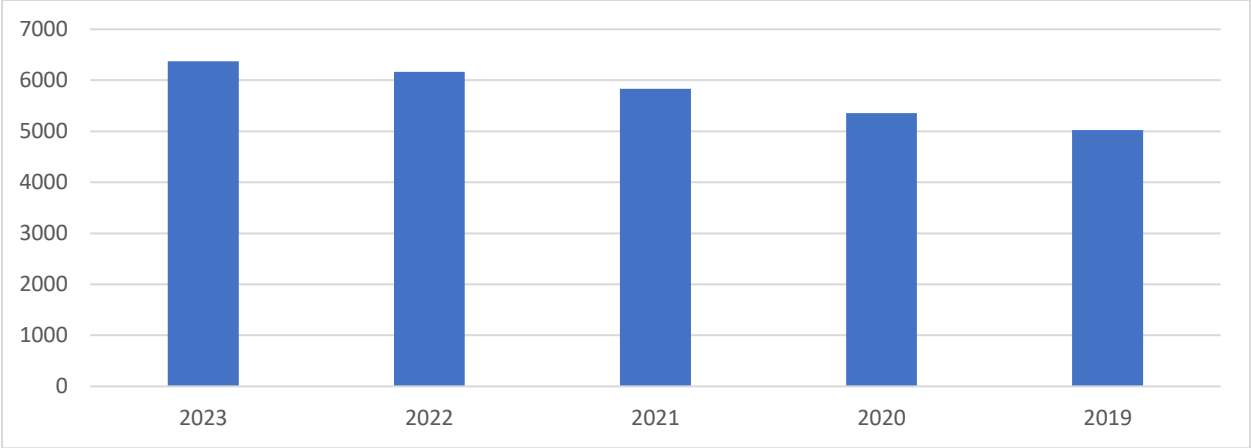

Figure 2.
Trends of manufacturing enterprises in Kosovo, 2019 - 2023.
Source: Author-processed data on structural business statistics for the years 2019–2023 based on KASdata.

4.2. Survey Results

The survey's findings on the relationships between communication clarity, communication as perceived by managers, organizational impediments to communication in terms of managerial decision-making, and decision quality in manufacturing businesses are shown below: on the descriptive analyses conducted for this study, which contained a total of 60 observations, it is noted that the average is a minimum of 1 and a maximum of 5. The evaluations are based on a Likert scale of 1 to 5. The average is 3.50, indicating an average level of perception of decision-making quality that ranges from neutral to positive. The standard deviation equals 1.112, indicating that the distribution is relatively wide. Skewness is -0.420, indicating that the assessment is slightly skewed to the left, implying that there are more responses above the average. The kurtosis value is -0.453. Subsequently, based on the descriptive

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analysis results, we may conclude that all means are above the value of 3, indicating positive impressions of communication and decision-making.

The majority of variables have a left-skewed distribution, indicating a high level of positive assessment. The standard deviations indicate that there is an array of perceptions, but they are not excessively high to imply instability.

As a result, these findings indicate that communication (clarity and perception) has a favorable impact and the capacity to influence the quality of managerial decisions in manufacturing firms. For more information, view Table 1.

Table 1.
Descriptive statistics of variables.

Descriptive Statistics									
	N	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**	**Skewness**		**Kurtosis**	
	Statistic	**Statistic**	**Statistic**	**Statistic**	**Statistic**	**Statistic**	**Std. Error**	**Statistic**	**Std. Error**
MDQDME	60	1	5	3.5	1.112	-0.42	0.309	-0.453	0.608
CC	60	2	5	4.05	1.074	-0.71	0.311	-0.859	0.613
CPM	60	1	5	4.03	1.134	-1.076	0.309	0.279	0.608
OBC	60	1	5	3.98	1.157	-0.782	0.309	-0.622	0.608
Valid N (listwise)	60								

ANOVA analysis reveals that the regression model is statistically highly significant in predicting the dependent variable, Managerial Decision Making and Decision Quality in Manufacturing Enterprises, as shown below: Model: The ANOVA table determines whether there is a statistically significant relationship between the model's independent variables (communication clarity, communication as perceived by managers, and organizational barriers to communication) and the dependent variable (managerial decision-making and decision quality in manufacturing enterprises). The regression analysis revealed an F-value of 18.935, indicating the regression model's overall efficacy. This score is relatively high, indicating that the regression model can explain the variations in the dependent variable. The p (Sig.) value of .000 is less than the standard level of statistical significance ($\alpha = 0.05$), indicating the model is statistically significant. The overall variance is 78.305, with 39.785 explained by the regression model, which reflects the proportion of variation explained by the three independent variables.

Communication clarity, perception of communication, and organizational communication barriers all contribute to approximately 50.8% of the variance in managerial decision-making and decision quality. This value reflects the relevance of communication components in managerial decision-making in manufacturing companies.

Ultimately, the ANOVA results confirm that there is a statistically significant and strong relationship between communication factors and managerial decision-making, granting support to the research hypotheses that communication has a significant impact on the quality of enterprise decisions. For additional details, view Table 2.

Table 2.
Anova.

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	39.785	3	13.262	18.935	0.000[b]
	Residual	38.520	55	0.700		
	Total	78.305	58			

Note: a. Dependent Variable: Managerial Decision Making and Decision Quality in Manufacturing Enterprises
b. Predictors: (Constant), Organizational Barriers to Communication, Communication as Perceived by Managers, Communication Clarity.

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For the normal distribution of variables, the range of variables should not deviate significantly from zero [35]. According to White and Verčič [7] distortion values ranging from -1 to +1 should be statistically acceptable. Based on the descriptive analysis results, which showed that the variables' bias values were between +1 and -1, we can conclude that the variables are within statistically accepted parameters and their distribution is within normal limits. The standardized coefficients for all variables in the preceding results indicate that the data fit normal parameters and are statistically acceptable. The level of significance of the correlation coefficient (rho) in correlation analysis can be influenced by sample size. After developing the hypotheses, they were examined to determine the link between the dependent variable Y (managerial decision-making and decision quality in manufacturing businesses) and the independent variables X_1, X_2, and X_3. Table 3 displays the coefficients representing the level and direction of the association between these variables at the conclusion of the correlation analysis.

Table 3.
Regression coefficients of independent variables.

Coefficients[a]						
		Unstandardized Coefficients		**Standardized Coefficients**		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	-0.428	0.615		-0.696	0.489
	CC	0.310	0.108	0.286	2.871	0.006
	CPM	0.532	0.102	0.521	5.238	0.000
	OBC	0.218	0.095	0.218	2.295	0.026

Note: a. Dependent Variable: MDQDME.

Table 3 of coefficients displays the results of a logistic regression model; therefore, to determine which hypothesis is accepted or rejected, we use the Sig value 0.05. In manufacturing businesses, the dependent variable is managerial decision-making and decision quality.

Independent factors include communication clarity (H_1), perception of communication as a critical factor (H_2), and technological and organizational constraints (H_3).

H_1: Communication clarity is positively associated with the quality of managerial decisions, with coefficient B = .310 indicating that communication clarity has a favorable effect on decision quality. The value of t = 2.871 and the p-value = .006, which is less than .05, indicate a statistically significant correlation. Standardized beta = .286 indicates a moderate impact on the model. Based on these values, we can conclude that Communication Clarity has a considerable and favorable impact on the quality of management decisions in manufacturing companies, and so H_1 is endorsed and accepted.

H_2: Managers perceive communication as a key factor in effective decision-making; according to the results, the value of the coefficient B = .532, the highest in the model, indicating the strongest positive impact among all factors; the t value equates to 5.238, and the p value = .000, which is highly statistically significant; and the standardized Beta value = .521, indicating a strong impact. Based on these values, we can deduce that the perception of communication as a key factor has a considerable impact on effective decision-making. This demonstrates that the more managers value communication, the more effective their decisions are. As a result, H_2 has good empirical backing and is widely accepted.

H_3: Communication impediments, both technical and organizational, limit the quality of decisions. The coefficient B = .218 implies a positive influence in the model (assuming that increasing barriers leads to a drop in quality). The t-value is 2.295, and the p-value is 0.026, indicating statistical significance. Standardized beta = .218 indicates moderate impact. Based on these results, we can conclude that, while the coefficient is positive, if the barriers are coded in such a way that increasing them leads to a decline in quality, the barriers have a negative impact on decision quality. With this logic, data corroborate hypothesis H_3, demonstrating that technical and organizational impediments have a major impact on decision-making.

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In summary, the three hypotheses (H_1, H_2, and H_3) are statistically supported with p-values < .05, indicating a significant positive or negative impact on decision quality depending on the variable.

Communication perception as a critical element (H_2) has the greatest impact, followed by communication clarity (H_1) and communication barriers (H_3).

Table 4.
Case Processing Summary.

Case Processing Summary			
		N	**%**
Cases	Valid	60	100.0
	Excluded[a]	1	0.0
	Total	60	100.0

Note: a. Listwise deletion based on all variables in the procedure.

This "Case Processing Summary" demonstrates that 60 cases were included in the analysis, with no cases excluded. This is beneficial because the absence of missing or excluded data implies that the data is comprehensive and ready to analyze. "Listwise deletion" means that any case with missing data on any variable is excluded from the analysis. In this example, there are no such instances.

Table 5.
Reliability Statistics.

Reliability Statistics	
Cronbach's Alpha	**N of Items**
0.812	3

According to the Cronbach's Alpha test results in Table 6, Cronbach's Alpha = 0.812, indicating a high level of reliability, making this a significant finding. All three questions on this scale are measured, and the findings are acceptable, with a stable construct of the same dimension, ensuring appropriate reliability for future statistical analysis.

5. Discussion

Based on the statistical analyses and empirical data included in this study, we present a discussion of the findings below, which is closely related to Kosovo's current economic situation and the research objectives. The KAS data clearly reveal that the Kosovar economy is dominated by trading firms rather than industrial enterprises. In 2024, the country's trade balance remained negative, with exports of over 941 million euros and imports of more than 6 billion euros, resulting in an import-export coverage of 14.8%. In this setting of import dependence, effective and strategic decision-making in manufacturing firms is critical for strengthening the country's production capacity and increasing the competitiveness of the domestic sector. In terms of how communication is perceived and how it affects decision-making, the survey's findings and the empirical findings from descriptive and linear regression analysis make it abundantly evident that communication is essential to raising the standard of managerial decision-making in manufacturing businesses. A neutral to positive level of evaluation by managers is indicated by the overall mean perception for managerial decision-making of 3.50. The majority of the variables' skewness and kurtosis values fall within [-1, +1], indicating a normal distribution and statistical reliability.

The ANOVA analysis confirmed that the overall model is highly significant ($F = 18.935$; $p < .000$) and that approximately 50.8% of the variance of the dependent variable (managerial decision-making and decision quality) is explained by the three components of communication: clarity, perception, and organizational barriers.

This is clear evidence that effective communication is a critical factor in decision-making success. In terms of the hypotheses and their empirical implications, it appears that:

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H_1 - Communication clarity was found to have a statistically significant relationship with decision-making (B = .310, p = .006), demonstrating that clear communication assists managers in better understanding information and making appropriate judgments.

H_2 - Perception of communication as a crucial factor was discovered to have the greatest influence in the regression model (B = .532, p = .000), implying that when managers regard communication as a strategic factor, decision-making becomes more effective and of higher quality.

H_3 - Technical and organizational communication barriers had a significant impact (B = .218, p = .026), showing that limitations in communication channels, technology, or internal organizational structures can impede decision-making and lower decision quality.

Regarding the instrument's reliability and data quality, the reliability test (Cronbach's Alpha) revealed a value of .812 for the group of three items used to measure the construct, indicating that the instrument consistently measured the intended dimension. Also, all 60 cases included in the analysis were valid (100%), demonstrating the data's quality and completeness.

6. Conclusions and Recommendations

Given the structural constraints facing the Kosovo economy and the need for long-term growth in manufacturing firms, this study presents empirical evidence that communication is a critical component in enhancing decision-making in these enterprises. The study's findings can be used to inform organizational actions, management training, and improvements to business communication infrastructure.

As a result, effective communication is not only an operational requirement but also a strategic tool for economic development and enhancing manufacturing performance. Communication is a critical component in management decision-making, since it influences the quality and effectiveness of decisions taken in industrial enterprises. Clarity of communication promotes better understanding of information, reduces misconceptions, and allows for more accurate and coordinated decisions.

The perception of communication as a strategic aspect is one of the most powerful predictors of successful decision-making; managers who place a high value on communication make better decisions. Technical and organizational communication impediments (such as inadequate technology or inefficient structures) have a negative impact on decision-making quality. The measuring instrument's reliability (Cronbach's Alpha = .812) indicates that it is steady and that the data can be utilized to draw solid conclusions.

Based on the findings of the correlation regression analyses and the coefficient values between the constant variable and the independent variables, it indicates that hypotheses 1, 2, and 3 are accepted.

One of the recommendations from this paper is the following: Managers in manufacturing companies should encourage open and clear communication, ensuring that information is conveyed without obstacles and in a timely manner. Organizational structures should be designed to promote the flow of information, including the use of contemporary communication technology and frequent training for managerial and operational personnel.

Communication should be considered an essential component of management strategy, not just as a source of information, but also as a method for inclusion, analysis, and group decision-making. The Ministry of Trade and Industry, as well as other key stakeholders in Kosovo, should assist manufacturing businesses in developing internal communication capacities to improve management efficiency and market competitiveness.

One of the limitations in the creation of this work is a lack of funding for this research in order to extend the sample, considering the fact that a more thorough sample yields more representative results.

We also recommend that future researchers consider the findings of this study on the role of communication in managerial decision-making in manufacturing enterprises, as well as conduct additional research to allow for interannual comparisons and avoid gaps in statistical series in this area.

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In terms of enhancing internal procedures, this study helps manufacturing enterprises understand the importance of communication clarity, structure, and perception in order to improve decision-making.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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