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THE EFFECT OF CORPORATE COMMUNICATION ON ACHIEVING PROMPT CORPORATE DECISIONS IN SYRIAN MINISTRY OF JUSTICE

Abstract. Corporate communication is a fundamental tool to make sound management decisions. Media education in Ministry of justice encourages reflection on personal values, including the integration of modern technologies in education, promotes educational reform and encourages dialogue inside and outside the ministry. It is a necessity for all organizations to achieve synergy and cooperation between all the departments because of continuous interaction with the environment in which the challenges are repeated such as competition and change in the patterns of life, trends of customers and technological developments [Al-Hassani, 2011, p.102]. In Syrian Ministry of Justice, there are still some old, pre-war approaches to the competence of informational nature. Professional standards containing the labor functions of specialists, do not fully take into account the information aspect of their implementation. Carry out the main implementation of media education in the ministry has to be done with a focus on media literacy and critical thinking. This process is translated into the concept of «media education» as a series of human development, helping the quality of media use, and aims to form a culture of interaction with means of communication⁴.

Key words: corporate communication, corporate decisions, Syrian Ministry of Justice, media education, media literacy, collecting information.

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Introduction

Corporate communication is one of the necessary elements for corporate decision-making. It is the process of human communication within the organization to communicate, transfer and exchange information, events and experiences [Hayes, 2010, p. 252]. Corporate communication is important in the organization. It is not possible to transfer and transmit instructions and guidelines to the employees except through the existence of an organized communication network that serves this aspect [Zheltukhina, Slyshkin, Muzykant, Ponomarenko, 2017, pp. 83-100]. The existence of such an effective network helps employees to absorb all the rights and duties and roles assigned to them, thus increasing productivity and the efficiency of this organization [Awad, 2011, p. 93]. Successful organizations therefore seek to make changes in their corporate processes in order to adapt to

their environment. As change and development occur permanently, new ways of communication are needed to increase efficiency, effectiveness, success of corporate development [Mumby, 2012, p. 81]. This study aims to adopt basic principles that will be considered when building communication policies in organizations and ministries in general and in the Ministry of Justice in particular. It provides proposals and recommendations, which contribute to enhancing corporate communication of all types in the Ministry of Justice and directing them to provide information that lead to successful corporate decisions.

The communication process in the corporate organs is the link between its different departments and is a component of the orientation for the employees [Abbas, Howard, 2016, p. 56]. The importance of communication is highlighted as a mean used by managers to develop their

work towards the organization's attainment of its objectives, as well as to provide and interpret information and decisions both within and outside the organization [Roper, Fill, 2012, p. 133].

Corporate communication has an essential role for the organizations and the manager in his daily and strategic work, as it translates and transfers information of all the functions he performs to the various activities of the organization. The main goal is to reach all its employees in the purpose of creating reactions or desired behaviors in line with the organization's objectives and aspirations [Spetzler, Winter, Meyer, 2016, p. 118]. There is also a clear relationship between corporate communication and the process of decision-making that includes identifying the problem to collecting information, looking for alternative solutions, choosing the best one, up to the implementation and following-up [Baker, Martin, 2011, p. 124].

Materials and methods

The descriptive and analytical approach to study the variables was used by analyzing data and revealing the nature of relations between them as appropriate method to the study's objectives.

A questionnaire was designed and used as a means of collecting data and was statistically analyzed using a SPSS program.

The study's model refers to measuring the relationship between the efficiency of corporate communication which includes (styles, methods and skills) as independent variables on the one hand, and making effective corporate decisions including (appropriate timing for decision making, ease of implementation of the decision and acceptance of the decision by the concerned parties) as subordinate variables on the second hand. Effective corporate communication is supposed to result in information with certain characteristics (as a proxy variable) that contributes to making corporate decisions more effective. The authors rely on the methods of theoretical analysis, synthesis, generalization and content analysis

Tool

The researchers designed a questionnaire to collect the necessary data. It consisted of two parts: The first part included demographic factors (gender, age, qualifications and years of experience). The second part included the paragraphs of the questionnaire, which were 35 paragraphs, distributed in the following areas:

- The first area: the patterns of corporate communication (upward, downward, horizontal).
- The second area: the means of corporate

communication (written, verbal and electronic).

- The third area: the skills of corporate communication (writing, speaking, reading, listening).

- The fourth area: characteristics of information) urgency, comprehensiveness, clarity, accuracy, reliability and accessibility).

- The fifth area: the characteristics of corporate decisions (timing of decision-making, ease of decision-making and acceptance of the decision from the concerned employees).

Discussion and results

Corporate communication is considered now as a fundamental process of taking effective corporate decisions. In this regard, the study examined the efficiency of the corporate communication used by the Syrian Ministry of Justice (5) and the characteristics of the information resulting from corporate communication and the data they provide in making corporate decisions [Hammond, Keeney, Raiffa, 2015, p.76].

The media has dominated the world, entertaining, educating and guiding, appearing every day with a new face, in an innovative manner with amazing technique, exceeding the limits of time and space, making education by its multiple means and gradual progressive development losing control over its territory. The media now has the largest role in socialization, influence, guidance, raising both young and old generations.

Media in the Syrian society plays a major role in the formation of individuals and multiple the impact of its overlapping functions with the functions of the government ministries, especially Ministry of Justice. Accordingly, this ministry is among the most important Syrian ministries that realized the importance of the media and corporate communication and worked hard to utilize their functions in its educational programs aimed at developing its employees' knowledge and building their attitudes and convictions in order to contribute positively to the development of the Syrian society.

In this sense, it should be mentioned that Ministry of Justice take care of the societal aspects surrounding it. Its communication program should include all kinds of activities that surround its internal and external public, while at the same time measuring the impact of the media and corporate communication on the members of this public's personality and ability to understand the media message in a conscious and critical way. This process

5 The Ministry of Justice (Arabic: [الدعوى قرازو](#)) is a government ministry office of the Syrian Arab Republic, responsible for judicial affairs in Syria.

is translated into the concept of «media education» as a series of human development, helping the quality of media use, and aims to form a culture of interaction with means of communication, developing creative and communicative skills, critical thinking, reception, interpretation, analysis, evaluation of media texts and all self-expression methods through the right use of information technology. Media education in Ministry of justice encourages reflection on personal values, including the integration of modern technologies in education, promotes educational reform and encourages dialogue inside and outside the ministry.

The problem of the study is to monitor and analyze the extent of exercise of corporate communication's activities in the Ministry of Justice, and to highlight the role and importance of these activities in providing effective information that contributes to the achievement of effective corporate decisions. The researchers noticed that the communication in this ministry is fraught with weakness and confusion that lead to the distortion of information and data, which is expected to have a negative effect. Therefore, this study sought to uncover the efficiency of corporate communication and its impact on the effectiveness of corporate decisions in the Ministry of Justice by answering the following questions:

What is the level of efficiency of the used corporate communication in terms of communication patterns (upward, downward, and horizontal), means (written, verbal and electronic) and communication skills (writing, speaking, and listening) in the Syrian Ministry of Justice?

What characteristics of information are available because of corporate communication in the Syrian Ministry of Justice?

What are the effects of corporate communication and the characteristics of the resulting information in achieving the effectiveness of corporate decisions in the Syrian Ministry of Justice?

Are there any differences in the efficiency of corporate communication in providing effective information for the corporate decisions in the Syrian Ministry of Justice due to the demographic characteristics (gender and age) of the employees in the management (gender, age, occupation, qualifications, years of experience)?

Objectives

The study aims to achieve the following objectives:

1. To identify the nature of the corporate communications used by the Syrian Ministry of Justice from the point of view of the employees in the management by identifying

types, means and skills of corporate communication.

2. To explore the characteristics of the available information resulting from corporate communications in the Ministry of Justice in terms of urgency, comprehensiveness, clarity, accuracy, reliability and accessibility of information.
3. To understand the impact of the efficiency of corporate communication and the characteristics of the resulting information in achieving the effectiveness of corporate communication in the Syrian Ministry of Justice.
4. To introduce proposals and recommendations that contribute to understanding and enriching the corporate communication of all kinds in the Ministry of Justice and directing them to provide information that contributes to the successful corporate decisions.

Limits

- Time limits: This study was implemented from 1 September 2018 until the end of October 2018.
- Spatial limits: Ministry of Justice in the Syrian capital Damascus.
- Human limits: Employees at the top, middle and executive levels of the Syrian Ministry of Justice (163 employees) using the comprehensive inventory sampling method in collecting data from them.

Media education in the Syrian Ministry of Justice is based on a number of practical axes, including the process of information technology, easy access to the various media, communication awareness, the acquisition and safe use of vital and strategic information. The main goal is to achieve the desired results when the ministry's internal and external public are exposed to its media and corporate communication's messages.

The strategic programs of media education in the Syrian Ministry of Justice focus on the following priorities:

- Awareness of the impact of media and corporate communication on the Syrian society and motivate its members to take certain positions in the situations they face everyday.
- Understanding the process of mass communication in a conscious and comprehensive way based on media education with its different components.
- Using appropriate methods and strategies to interpret and revise the contents of media and corporate communication.

- Taking into account the aesthetic aspects in understanding and appreciating those contents.
- Deepening the understanding of hidden meanings contained in the messages of media and corporate communication, and translating the appropriate ones in the best effective way.

Academic standards of media education in the Syrian Ministry of Justice are summarized as follows:

- First standard: Observation and learning about media and corporate communication: This standard includes the analysis, interpretation and formulation of the meaning of the media as well as the critical criticism of media content using oral and editorial dialogue.
- Second standard: Foresight and criticism based on the use of certain criteria in the discussion and evaluation of media and corporate communication's content. Under this standard, critical thinking is emphasized through the compilation, assessment and analysis of information.
- Third standard: Innovation and exploration through developing and building appropriate skills and techniques using traditional and new methods, as well as understanding the characteristics and expressive features of media content. This standard includes the identification, interpretation and assertion that the innovative process based on the growth of ideas through inquiry, exploration and research.
- Fourth standard: Linking and communicating conversion through interpreting, comparing and justifying that information messages are related to other systems and social activities in the Syrian society.

This current research confirms that the media and education are the wings of the society through which it flies in the open space of science and knowledge. This brings us to the so-called "media education", which doesn't only include the awareness of the contents of the various media and corporate communication, but the understanding and analysis of the means of modern technological communication and multimedia in information society.

This current research recommends the importance of studying the level of awareness of internal and external public of the Syrian Ministry of Justice regarding media and corporate communication's education in the light of the appropriate academic standards, with a questionnaire about their opinions of the quality and efficiency of media and corporate communication in the ministry. Then, it is possible to provide an integrated approach for the concept

of media education that is suitable for Ministry of Justice in particular and for all other Syrian ministries in general.

Conclusions

Corporate communication in the Ministry of Justice at all levels encourages communication that flows to the employees at all types providing downward communication from managers to employees on an ongoing basis to learn about everything that matters them and make it easier to get the information needed to make decisions through guidance and instructions. The upward communications helps in the transmission of information and reports about achievements and suggestions through the contacts of managers to employees. There are also horizontal communication at the same level that facilitates work collaboration and encourages access to information needed to make decisions.

All these confirm the effect of corporate communication's patterns (upward, downward, and horizontal) in the Syrian Ministry of Justice in providing information with urgency, accuracy, inclusiveness, clarity, flexibility and accessibility.

Ministry's employees to provide the information required to make decisions through corporate communication (written, verbal and electronic) use written and verbal messages extensively.

Managers of the Syrian Ministry of Justice have some basic communication skills. They are convinced of the importance of communication through listening, writing, speaking and reading in providing the required information, especially written communication that can be consulted and used at any time. All these imply the effect of corporate communication skills (listening, writing, speaking and reading) in providing the necessary tools of corporate decision-making.

The employees are also equipped with written and speaking skills that express what they want clearly, with reading skills that contribute to understanding what is required of them, and with listening skills that facilitate understanding with their colleagues.

The information resulting from corporate communication between the employees with its affordability of positive characteristics, contributes in providing clear data on the positions required to make decisions, which facilitates the adoption of positive and successful corporate decisions, and makes corporate decisions more acceptable to the employees. This means that there is an impact of the characteristics of the required information in the Ministry of Justice in achieving effective corporate decisions.

There were differences in the effect of the efficiency of corporate communication in providing information that achieve the effectiveness of corporate decisions in the Syrian Ministry of Justice due to gender. Males are more inclined to consider corporate communication contributes to the achievement of effective corporate decisions.

There were differences in the effect of the efficiency of corporate communication in providing information that achieve the effectiveness of corporate decisions in the Syrian Ministry of Justice due to the age, qualifications and years of experience of management's employees. Similar responses appeared from the questionnaire regardless of variables, which may indicate the harmonization of the ministry and its employees and their agreement on many aspects of the corporate communication process.

Recommendations

Based on the findings of the study and its conclusions, some recommendations can be presented as follows:

It is necessary to provide an integrated approach for the concept of media education that is suitable for Ministry of Justice as well as for all other Syrian ministries in general. Increase the importance of corporate communication between employees at the same managerial level and from managers to employees and vice versa in providing information with specific characteristics that make decisions making more effective.

Develop written, verbal and electronic corporate communication means to provide the required information in addition to train the employees on these means to master them in order to help make the resulting information more accurate and useful.

Hold training courses for employees in the ministry to develop their corporate communication skills (writing, speaking, reading and listening), to help them master them, and to increase their awareness of the importance of these skills and their impact on the nature of the relationship with each other and on the provision of required information.

Hold training courses for managers working in the ministry to train them to effectively deal with the advanced technologies, and to increase their awareness of using them to support the process of electronic communication between employees.

Provide modern means of communication to employees to cope with the latest changes and developments, which increase the efficiency and effectiveness of corporate communication such as computers, activating the intranet, and spreading the Internet service in all government agencies and allowing the executive levels to benefit from this service to fit business interests at all levels.

Pay more attention to the use of the appropriate timing during the process of corporate communication between the management and the employees. This has a positive impact on the nature of the relationship with the employees because the length of the waiting period for communication with the managers and the inaccuracy of the timing lead to a lack of desire to communicate.

Conduct further studies to understand the role of corporate communication in variables other than effective corporate decisions in addition to other studies to demonstrate the role of corporate communication in the achievement of effective corporate decisions in ministries other than the Ministry of Justice.

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МИРОВАЯ ЭКОНОМИКА И МЕЖДУНАРОДНОЕ СОТРУДНИЧЕСТВО

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ВЛИЯНИЕ КОРПОРАТИВНЫХ КОММУНИКАЦИЙ НА ДОСТИЖЕНИЕ БЫСТРЫХ КОРПОРАТИВНЫХ РЕШЕНИЙ В МИНИСТЕРСТВЕ ЮСТИЦИИ СИРИИ

Аннотация. Корпоративное общение является фундаментальным инструментом для принятия обоснованных управленческих решений. Медиаобразование в Министерстве юстиции поощряет размышления о личных ценностях, включая интеграцию современных технологий в образование, способствует реформе образования и поощряет диалог внутри и вне министерства. Всем организациям необходимо добиться синергии и сотрудничества между всеми департаментами из-за постоянного взаимодействия со средой, в которой повторяются такие проблемы, как конкуренция и изменение образа жизни, тенденции клиентов и технологические разработки [Al-Hassani, 2011, p.102]. В сирийском министерстве юстиции все еще существуют старые довоенные подходы к компетенции информационного характера. Профессиональные стандарты, содержащие трудовые функции специалистов, не в полной мере учитывают информационный аспект их реализации. Процесс медиаобразования в министерстве должен осуществляться с упором на медиаграмотность и критическое мышление. Этот процесс переводится в концепцию «медиаобразования» как серии человеческого развития, способствующего повышению качества использования СМИ, и направлен на формирование культуры взаимодействия со средствами коммуникации⁴.

Ключевые слова: корпоративное общение, корпоративные решения, министерство юстиции Сирии, медиаобразование, медиаграмотность, сбор информации.

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