
Research Article

Communicating for Expansion: Statistical Link Between Business Communication Skills and Business Growth among Small Enterprises in Medina, Misamis Oriental, Philippines

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ABSTRACT

This paper examined the connection between the skills of business communication and the perceived business growth among small business owners in the Municipality of Medina, Misamis Oriental, Philippines. The study used a quantitative correlational design to investigate the role of interpersonal and negotiation communication on four measures of business growth: revenue, employee development, profitability, and expansion. The study involved a total of 71 registered small business owners of five selected barangays and stratified random sampling was applied to make sure that there was fair representation. Appropriate statistical tools were used to analyze the data collected using a validated survey questionnaire. Results showed that there was a moderate positive relationship ($r = 0.534$, $p = 0.000$) between communication skills and business growth, which verified that effective communication is a major contributing factor to the success of an entrepreneur. Furthermore, it was found that interpersonal communication exerted a slightly higher impact on the indicators of growth than negotiation, which serves to highlight the importance of an environment of trust-based relationships in running business affairs. The paper has concluded that communication competence is one of the most important aspects in realizing sustainability, competitiveness and long-term development of small enterprises. The results can be of great use to business owners, government bodies, and business organizations aiming at developing programs to enhance communication skills and enhance local economic growth in an inclusive way.

Keywords: *Business communication, Business growth, Entrepreneurship, Interpersonal skills, Negotiation, Small enterprises*

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Introduction

In the fast-changing business environment, successful communication has proven to be one of the most important factors of organizational success, especially in small and medium enterprises (SMEs), which are the core of emerging economies, including the Philippines. The Department of Trade and Industry (2024) highlights that SMEs constitute more than 99.5% of all registered businesses and more than 63% of the national workforce, making them an important part of the inclusive and sustainable development as outlined in Sustainable Development Goal No. 8.

Even with their economic importance, a good number of small businesses still have to contend with the challenge of effective communication, particularly on how to handle their employees, deal with their customers, and even business negotiations. Such obstacles tend to limit potential growth, operational performance, and competitiveness. Small business owners face the same challenges in the Municipality of Medina Misamis Oriental, with limited resources and the requirements of daily communication and management. It is thus necessary to know how communication skills can be used to affect perceived business growth to improve entrepreneurial performance and long-term sustainable economic growth in the locality.

This research paper seeks to investigate the correlation between the aspects of business communication and the perceived growth of a business in Medina, Misamis Oriental, among the small business owners. In particular, it explores the relationship between interpersonal and negotiation communication skills and four measures of business growth: revenue growth, employee development, profitability, and business expansion.

The study is based on Upper Echelon Theory (Hambrick & Mason, 1984) and Social Penetration Theory (Altman & Taylor, 1973), which provide that communicating is a manifestation of cognitive and behavioral traits of entrepreneurs and shapes their leadership, interaction, and decision-making processes. The results will further enhance theoretical and practical knowledge of communication in entrepreneurship. They can also influence the

local policy making, capacity building programs, and the curricular programs established by the Local Government Units (LGUs), Department of Trade and Industry (DTI), and Higher Education Institutions (HEIs).

In order to fill the gaps in the local entrepreneurial literature, the given study, in particular, will be focused on assessing the present situation in business communication and its quantifiable effect on the development of enterprises in the Municipality of Medina. It initially aims to determine the current state of business communication proficiency among small business proprietors, with the dual aspects of interpersonal communication and negotiation competencies in the spotlight, and determining which of the two competencies is least evident in their day-to-day business. Moreover, the study evaluates the perceived business growth of the participants on four key pointers, namely revenue growth, employee development, profitability, and business expansion, with reference to which of the four areas seems least common in the surveyed businesses. Finally, the research concludes with identifying the presence of a meaningful connection between these communication proficiencies and the general growth path of small businesses, as a data-grounded foundation of intervention and support initiatives in the future.

Literature Review

Business Communication and Interpersonal Dynamics

Business communication is a multidimensional and driver of organizational success because it creates trust, teamwork, and productivity (Verma et al., 2022). This, in the contemporary context, entails a combination of the traditional in-person communication and digital literacy as a means of retaining consumer loyalty (Mamat et al., 2022). In small businesses, the progression is often based on interpersonal communication, and proficient interaction enables leaders to utilize insufficient resources through establishing strategic alliances and overcoming internal contradictions (Hargie, 2021). Such partnerships are usually anchored in integrity and community participation, which hold the key to long-term

sustainability in local environments (Odonkor et al., 2024). In turn, the recommendation is to use structured communication strategies to improve professional engagement and operational harmony (Robbins & Judge, 2019).

Negotiation Skills and Managerial Performance

Negotiation is a key managerial skill directly impacting the performance of Small and Medium Enterprises (SMEs) by enhancing decision-making and partnership building (Fernandez-Malpartida & Dextre-Beteta, 2023). In addition to verbal communication, effective negotiation incorporates multimodal nonverbal messages, including gestures and direct eye contact, to build credibility and persuasion (Sumer et al., 2021). With the advent of the digital age, social media-mediated communication is increasingly contributing to the development of these skills and enabling entrepreneurs to increase their marketing reach and network competence (Okpara et al., 2024). Moreover, the art of negotiation can help one turn possible conflicts at the workplace into constructive, developmental interactions (Nofiyanti et al., 2025). Such ability to think strategically and manage conflicts is one of the pillars of professional success in various business spheres (Duffett and Cromhout, 2022).

Dimensions of Small Business Growth

The development of small businesses is a complicated process that is influenced by the external environment conditions, as well as the internal strategic resources. Although infrastructure, supporting policies, and access to finance are essential (Ferejo et al., 2022; Meressa, 2020), intangible resources, including leadership and knowledge, are also crucial to growth (Hafiz et al., 2021). Internal dimensions such as innovation, capital structure, and networking define the capacity of a firm to adjust to competitive markets (Garcia-Martinez et al., 2023). Finally, the course of a business tends to be the indication of the aspiration of its initiator and their skills in managing the organization (Slávik et al., 2023).

Revenue, Development, and Profitability

Revenue growth and profitability are the main signs of financial health which depend on the strategic communication and efficiency in using resources. Individualized communication and moral dealings like Corporate Social Responsibility (CSR) foster the loyalty of the customer base that is required to have a consistent flow of revenue (Zhang et al., 2021; Toshmirzaev et al., 2022). Simultaneously, profitability is enhanced through rigorous financial discipline, cost control, and adaptive market strategies (Salamah, 2023; Tiffany & Sufiyati, 2023). The financial results are justified by the development of employees, where regular training enhances job performance, motivation, and excellence in the organization (Vanitha and Ganesh, 2024).

Methodologies

Research Design

This study employed a quantitative correlational research design to establish the relationship that exists between business communication skills and perceived business growth among small business owners in Medina, Misamis Oriental. Correlational research design is used to establish the relationship between two or more variables with each other, using statistical evidence, and not to prove the cause-and-effect relationship (Putri et al., 2025).

Respondents and Sampling Method

The study was conducted in the Municipality of Medina, Misamis Oriental, with five chosen barangays, namely: North Poblacion, South Poblacion, Duka, Cabug, and Maanas. The selection of these areas is based on the fact that they have a high concentration of small enterprises, which contribute greatly to the local economic development of the municipality. The study respondents included 71 registered small business owners and entrepreneurs in the study who have direct responsibility for the management and operation of their businesses. Stratified random sampling was applied to select them, and they had a fair representation of

participants across the five barangays selected. This sampling method reduced the chances of bias and enabled the authors to represent the views of business owners who had different amounts of experience and the size of their enterprises. The respondents were selected on the basis of being eligible in the sense that they are the active owners/managers and will have the first-hand information about their own business communication practices and performance of their business operations.

Instrumentation

The primary instrument used for data collection was specifically created to gauge the most important variables of the research, that is, business communication skills (interpersonal and negotiation skills) and perceived business growth (revenue growth, employee development, profitability, and business expansion), was the main data collection tool. All the questions in the questionnaire were measured using a 4-point Likert scale to measure the level of agreement and perception of the respondents. Field experts, including business and communication experts, subjected the instrument to content validation to make sure that every statement is clear and relevant. Cronbachs Alpha also tested the reliability of the tool and it gave a high coefficient value, indicating that the tool is internally consistent and reliable to collect data. The findings revealed that the reliability of all the components was acceptable to good, that is, Interpersonal Communication Skills ($\alpha = 0.710$, acceptable), Negotiation Skills (0.786, acceptable), Revenue Growth (0.734, acceptable), Employee Development (0.805, good), Profitability (0.759, acceptable), and Business Expansion. These findings suggest that the instrument was valid and reliable to be used in the study. In addition, the research applied a four-point Likert scale in gauging answers on business communication and business growth. The scores 3.26-4.00 Strongly Agree (Very High Impact), 2.51-3.25 Agree (High Impact), 1.76-2.50 Disagree (Low Impact), and 1.00-1.75 Strongly Disagree (Very Low Impact). This scale was used in interpreting the perceptions of the respondents.

Data Gathering Procedure

The process of data collection was initiated by getting the consent of the research adviser and gaining access to the permission of the relevant local authorities and business owners in the targeted barangays of Medina, Misamis Oriental. Upon its approval the survey questionnaire was administered to the sampled small business owners who were sampled through a stratified random sampling technique. All respondents were made aware of the purpose of the study and assured of confidentiality and the use of their answers in purely academic use before responding to the questionnaire. The surveys were conducted in person in order to have a broader participation. Time was allowed to respond to all the items in a honest manner depending on respondent experiences. After collection of all the completed questionnaires, the researchers ensured that the results had been reviewed and were complete and correct. The collected data was then coded, tabulated and statistical analysis was conducted to find out the relationship between business communication and growth of small business.

Data Analysis

Descriptive and inferential statistics were used to process and analyze the responses. The level of communication skills and perceived business growth was determined using descriptive statistics, especially the weighted mean. In the meantime, Pearson r correlation coefficient was used to determine the strength and direction of the relationship between the two key variables. The level of statistical significance that was used in interpreting the data was 0.05, which made the results statistically valid and reliable. This mix of techniques gave not only a concise overview of reaction of the respondents but also an accurate quantification of the correlation between business communication and growth of small businesses.

Research Ethics

The authors made sure that all the ethical considerations are met in the course of the research. The survey was conducted on a voluntary basis and all the respondents gave an

informed consent to respond to the survey. The confidentiality of responses was ensured, and the data were applied only in the academic purposes. The researchers were also honest and

transparent in their data reporting, gave due credit to all sources and reported findings without bias or manipulation.

Result and Discussion

Table 1. Level of Business Communication Skills among Small Business Owners in terms of Interpersonal Communication Skills

Items	Mean	SD	Interpretation
1. Effective interpersonal communication fosters trust and collaboration among team members and clients.	2.97	1.00	High
2. I effectively communicate with my employees/customers to build strong business relationships.	3.11	0.95	High
3. Open communication in my business helps resolve conflicts efficiently.	2.97	0.93	High
4. I actively listen and respond appropriately to business concerns.	3.06	0.91	High
Grand Mean	3.03	0.69	High

Table 1 shows the respondents' responses to their level of perceived business communication skills. The result presents a high level of interpersonal communication skills, with a grand mean of 3.0, indicating that small business owners generally communicate effectively with their employees and customers. Furthermore, with the highest mean of 3.11, this statistical result suggests that respondents prioritize communication as an essential factor in building strong business relationships and promoting collaboration within their enterprises. These findings further imply that interpersonal communication contributes significantly to the success and sustainability of their

business operations. Supporting this finding, Odonkor et al. (2024) stated that effective relationship management and stakeholder engagement strengthen small business resilience and long-term growth. Similarly, Kim (2021) emphasized that strategic internal communication fosters trust and collaboration between employers and employees, while Fatih et al. (2025) highlighted that productive communication facilitates the achievement of collective goals and workplace harmony. These studies reinforce that strong interpersonal communication enhances relationships, organizational efficiency, and overall business performance.

Table 2. Level of Business Communication Skills among Small Business Owners in terms of Negotiation Skills

Items	Mean	SD	Interpretation
1. Negotiation is essential for reaching mutually beneficial agreements.	2.92	0.98	High
2. I can confidently negotiate deals that benefit my business.	2.86	1.06	High
3. My negotiation skills help in reducing costs and increasing profits.	2.76	1.14	High
4. I remain calm and strategic during negotiations with suppliers and customers.	2.62	0.99	High
5. My ability to negotiate has positively impacted the growth of my business.	2.90	0.99	High
Grand Mean	2.81	0.80	High

Table 2 reveals that respondents display a high level of negotiation skills, with a grand mean of 2.81, indicating that small business owners possess strong abilities in reaching mutually beneficial agreements. The highest mean of 2.92 shows that respondents recognize negotiation as essential in forming successful transactions and partnerships, reflecting their understanding of its role in improving business performance. This finding suggests that effective negotiation contributes to better decision-making and smoother communication within enterprises. Supporting this result,

Asbari et al. (2025) noted that negotiation and communication are key tools for resolving conflicts and enhancing performance, while Nst et al. (2023) emphasized that efficient negotiation strategies allow entrepreneurs to address challenges strategically. Likewise, Dragalin and Lisa (2024) highlighted negotiation as vital for goal attainment, promoting understanding, and ensuring successful business execution. These studies affirm that strong negotiation skills enhance cooperation, strengthen relationships, and lead to more effective business operations.

Table 3. Level of Manifestation of Business Communication Skills Among Small Business Owners in Medina

Business Communication Skills	Mean	SD	Interpretation
Interpersonal Communication Skills	3.03	0.69	High
Negotiation Skills	2.81	0.80	High
Overall Mean	2.92	0.75	High

Table 3 shows that respondents have a high level of overall business communication skills, with an overall mean of 2.92. Among the two indicators, interpersonal communication gained the highest grand mean of 3.03, followed by negotiation skills with 2.81, both interpreted as high. This suggests that small business owners consistently apply effective interpersonal and negotiation practices that enhance cooperation, strengthen professional relationships, and contribute to business growth. Supporting this finding, Fatih et al. (2025) stated that business communication builds healthy and productive relationships that promote trust and collaboration within organizations. Likewise, Odonkor et al. (2024)

emphasized that relationship management and stakeholder engagement are essential for strengthening small business resilience and sustainability. Similarly, Kim (2021) noted that strategic internal communication helps maintain open and transparent relationships that support organizational resilience, while Nofiyanti et al. (2025) highlighted that effective negotiation and communication strategies help business owners manage conflicts and improve overall performance. Collectively, these studies affirm that strong interpersonal and negotiation skills are crucial components of business communication that drive efficiency, cooperation, and long-term entrepreneurial success.

Table 4. Level of Perceived Business Growth Among Small Businesses in terms of Revenue Growth

Items	Mean	SD	Interpretation
1. Effective communication has a positive impact on increasing your business's revenue growth.	2.83	0.96	High
2. Effective communication helps me increase sales and revenue.	2.92	0.94	High
3. Clear communication with customers improves their trust and loyalty.	2.77	0.91	High
4. My ability to communicate effectively contributes to repeat purchases.	3.07	0.90	High
5. Miscommunication negatively affects my revenue growth.	3.18	0.78	High
Grand Mean	2.95	0.90	High

Table 4 indicates that respondents exhibit a high level of perceived business growth in terms of revenue, with an overall grand mean of 2.95. The highest mean of 3.18 shows that business owners agree that miscommunication negatively affects revenue growth, reflecting their awareness that clear communication is vital for maintaining financial performance. This finding suggests that effective business communication enhances customer trust, promotes repeat purchases, and contributes to long-term profitability. Supporting this, Matsuo (2022) asserted that strong

management and communication practices lead to higher customer satisfaction and loyalty, both crucial for sustaining revenue growth. Likewise, Suzuki (2023) emphasized that miscommunication causes ambiguity and inefficiency, hindering profitability, while Holtgraves et al. (2023) found that effective communication reduces misunderstandings and improves customer relationships. These studies collectively affirm that small business owners who prioritize effective communication are more likely to achieve stable revenue growth and build lasting customer engagement.

Table 5. Level of Perceived Business Growth Among Small Businesses in terms of Employee Development

Items	Mean	SD	Interpretation
1. Clear and consistent business communication contributes to the professional development and growth of your employees.	2.72	0.81	High
2. I provide clear instructions and feedback to employees for their improvement.	2.79	0.88	High
3. Good communication enhances employee motivation and productivity.	2.94	0.88	High
4. Employees feel valued when I communicate openly with them.	2.85	0.87	High
5. Training employees on communication skills helps them perform better.	2.99	0.85	High
Grand Mean	2.86	0.86	High

Table 5 shows that respondents have a high level of perceived business growth in terms of employee development, with a grand mean of 2.86. The highest mean of 2.99 indicates that business owners agree training employees in communication skills helps them perform better, reflecting their recognition of continuous learning as essential for improving workforce effectiveness. This suggests that clear, consistent, and supportive communication enhances employee motivation, productivity, and professional growth within small enterprises. Supporting this, Hamlin et al. (2024) reported that communication-skills training

significantly boosts employees' competence, confidence, and adaptability in workplace interactions. Similarly, Sulastri (2023) found that open communication and training improve employee performance, teamwork, and service quality, while Muthamma and Imaad (2025) emphasized that structured development programs directly strengthen employee performance and organizational growth. Collectively, these studies affirm that effective communication and regular training empower employees, enhance productivity, and promote sustainable business growth.

Table 6. Level of Perceived Business Growth Among Small Businesses in terms of Profitability

Items	Mean	SD	Interpretation
1. Effective business communication practices lead to improved profitability by enhancing customer relationships and operational efficiency.	3.04	0.82	High
2. Effective communication with customers leads to higher profits.	2.92	0.87	High
3. I use communication strategies to attract and retain customers.	3.04	0.92	High
4. Proper communication reduces business misunderstandings and financial losses.	3.15	0.84	High
5. Strong communication skills contribute to better financial decision-making.	2.77	1.00	High
Grand Mean	2.99	0.89	High

Table 6 reveals that respondents demonstrate a high level of perceived business growth in terms of profitability, with an overall grand mean of 2.99. The highest mean of 3.15 indicates that business owners agree proper communication helps reduce misunderstandings and financial losses, reflecting their belief that effective communication prevents costly mistakes and ensures smooth operations. This suggests that strong communication practices enhance customer loyalty, support informed financial decisions, and promote overall business efficiency. Supporting this, Aririguzoh (2022) explained that communication

competence enables organizations to manage diverse business situations, reduce conflicts, and achieve sustainable results. Likewise, Verma et al. (2022) found that sound communication directly improves relationships, operations, and profitability, while Kalogiannidis (2020) highlighted that effective communication increases employee and customer engagement, leading to higher financial returns. Collectively, these studies affirm that proficient communication allows business owners to strengthen relationships, minimize risks, and sustain long-term profitability.

Table 7. Level of Perceived Business Growth Among Small Businesses in terms of Business Expansion

Items	Mean	SD	Interpretation
1. Business growth and expansion are significantly influenced by how well your company communicates with potential partners, clients, and the community.	3.01	0.90	High
2. My communication skills have helped in expanding my business network.	2.94	0.92	High
3. Clear communication with investors/partners contributes to business growth.	2.89	0.90	High
4. My ability to present business proposals increases expansion opportunities.	2.83	0.96	High
5. Good communication has played a crucial role in scaling my business.	2.86	0.91	High
Average Mean	2.91	0.92	High

Table 7 shows that respondents have a high level of perceived business growth in terms of expansion, with an overall grand mean of 2.91. The highest mean of 3.01 indicates that

business owners agree that communication strongly influences their ability to expand by building relationships with partners, clients, and the community. This suggests that

effective communication helps widen market reach, strengthen collaborations, and create more opportunities for growth. Supporting this, Klyver and Arenius (2020) stated that communication skills are essential in attracting investors, partners, and clients needed for business expansion. Likewise, Verma et al. (2022) emphasized that communication promotes growth through trust and collaboration

both within and beyond the organization. Similarly, Mattayang et al. (2024) highlighted that collaboration and network building foster innovation and open doors for expansion. These studies affirm that effective communication and networking strategies empower business owners to establish meaningful partnerships, increase visibility, and sustain long-term business growth.

Table 8. Summary of Respondents' Perceived Business Growth Indicators Among Small Businesses in Medina, Misamis Oriental

Business Growth Indicators	Mean	SD	Interpretation
Revenue Growth	2.95	0.90	High
Employee Development	2.86	0.86	High
Profitability	2.99	0.89	High
Business Expansion	2.91	0.92	High
Overall Mean	2.93	0.89	High

Table 8 shows that respondents have a high level of perceived business growth, with an overall mean of 2.93. Among the four indicators, profitability ranked highest with a mean of 2.99, followed by revenue growth (2.95), business expansion (2.91), and employee development (2.86), all interpreted as high. This indicates that effective business communication contributes greatly to financial stability, operational efficiency, and overall business progress. Clear and consistent communication fosters customer loyalty, strengthens employee performance, and opens opportunities for expansion and innovation. Supporting these results, Matsuoka (2022) emphasized that effective communication and revenue

management enhance customer satisfaction and loyalty, sustaining long-term business growth. Likewise, Hamlin et al. (2024) found that communication-skills training improves employee motivation and productivity, while Verma et al. (2022) noted that communication underpins collaboration, understanding, and profitability. Similarly, Klyver and Arenius (2020) highlighted that strong communication and networking skills help entrepreneurs form partnerships that drive expansion and long-term success. Collectively, these studies affirm that effective communication is a vital component for achieving sustainable business growth across multiple dimensions of small enterprise management.

Table 9. Test of Significant Relationship between Business Communication Skills and Perceived Business Growth in Medina

	Small Business Growth		
	r-value	p-value	Decision on Ho
Business Communication	.534*	.000	Rejected

**Significant if P-value <0.05*

Legend: Ho is rejected if Significant; Ho is accepted if Not Significant

Table 9 presents the test of the significant relationship between business communication skills and perceived business growth among small business owners in Medina, Misamis Oriental. The computed r-value of 0.534 with a p-

value of 0.000 indicates a moderate positive correlation that is statistically significant at the 0.05 level. This result leads to the rejection of the null hypothesis (H_0), confirming that a significant relationship exists between the two

variables. The finding implies that as business owners enhance their communication competence, their levels of revenue, employee development, profitability, and expansion also improve. Supporting this result, Verma et al. (2022) described business communication as a major driver of growth that strengthens coordination, relationships, and operational efficiency. Likewise, Odonkor et al. (2024) emphasized that small business resilience and sustainability depend on effective communication and stakeholder engagement, while Kalogiannidis (2020) noted that communication enhances employee performance and organizational outcomes. These studies collectively validate the present findings, affirming that proficient communication significantly influences the growth, competitiveness, and long-term success of small businesses in Medina.

The findings of the study revealed that small business owners in Medina, Misamis Oriental exhibit a high level of business communication skills, particularly in interpersonal and negotiation communication, which play a vital role in maintaining strong relationships with employees, customers, and business partners. Among the indicators of business growth, profitability obtained the highest mean, followed by revenue growth, business expansion, and employee development, all interpreted as high. This indicates that effective communication practices significantly contribute to the financial stability, operational efficiency, and sustainability of small enterprises. The results of the Pearson r correlation ($r = 0.534$, $p = 0.000$) confirmed a moderate positive relationship between business communication skills and perceived business growth, leading to the rejection of the null hypothesis. These results suggest that when entrepreneurs enhance their communication abilities, both interpersonal and negotiation, they improve their capacity to manage operations, motivate employees, build partnerships, and achieve consistent profitability. Supported by previous studies such as Verma et al. (2022), Odonkor et al. (2024), and Kalogiannidis (2020), the findings affirm that effective communication is a key determinant of small business success, resilience, and long-term competitiveness within the local entrepreneurial sector.

Conclusion

This study shows that good communication is the most important part of running a small business in small municipalities. Clear speech and trust-building make owners grow their business more rapidly and remain robust. The findings of the study concur with other studies since they demonstrate that talking well results in increased money and improved teamwork. Thus, a new and significant finding came into the picture since the findings of the study demonstrate that interpersonal skills, such as being friendly, are, in fact, more useful in growth than bargaining to receive lower prices. It implies that in small towns, befriending customers is the most effective method of succeeding in the long run.

The significance of the paper is that it provides a basic blueprint of the future. The researchers, therefore, propose that business owners should be urged to participate in workshops so as to acquire new techniques on how to communicate with their employees and suppliers. Training programs can also be developed by the local government groups such as the DTI to enable these small shops to compete with large companies. Schools and researchers can examine the further development of how social media can benefit these businesses in the future. All in all, communication is a terrific area to teach to ensure local economy in local municipalities develops and remains healthy. The community can ensure that every small business is more successful by collaborating.

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