

# INTERPERSONAL COMMUNICATION SKILLS, AT THE ORGANIZATIONAL LEVEL, RELEVANT IN THE CONTEXT OF GLOBALIZATION

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## Abstract

*The approach of organizational issues as communication problems are at least one trend in era of the knowledge economy. The globalization process greatly contributes to consider the communication both as a source and as a solution to the problems faced by legal entities. The conducted study reveals, however, that interpersonal communication skills make the difference between success and failure of organizational communication. Premises of interpersonal communication skills analysis reveals complexity of organizational communication in the context of globalization; identify opportunities for analysis of the communication in an organizational context and symbolic dimensions of communication highlights the importance of the legal entity. The study also identifies effective models of communication behavior as a result of the manifestation of interpersonal communication skills relevant to the knowledge economy.*

**Keywords:** skills, interpersonal communication, organizational communication, globalization, knowledge, relationship

**JEL Classification:** D8, L14

## 1. Introduction

Known is that the functioning of organizations is inextricably linked to the quality of interpersonal communication; organizational performance is possible only through effective communication within the organization. Starting from this assumption and using multiple research methods: biographical monograph, observation (personal observation and content analysis) investigation, conversation, different legal entities were analyzed from the perspective of interpersonal communication. An analysis of communication within the group (work group, compartment or department) the actors of the research revealed patterns of effective and ineffective communication, communication behaviors, communication skills specific to the activity of the actors, the importance of the concept of managerial communication, relationships influence and power within groups and the ways of building communication networks. Obviously, the research conducted was related to communication analysis from the process and semiotic perspective yielding valuable

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information used to transform communication into an important factor influencing the efficiency and development of any business.

The study also involved the analysis of the role of organizational context (social - organization is a social and institutional framework - the organization is an institution with rules, norms, values, beliefs, attitudes, expectations, assumptions) on communication, which revealed particularly importance of informal communication and symbolic dimension of communication (status, power, rituals, relationships) of the entities studied.

## **2. Considerations on the importance of interpersonal communication at the organizational level**

In the knowledge economy, information (combination of signs and symbols), and personal and organizational communication means power for all actants, regardless of where any form and context in which these dimensions. Communication is a key element of human development. Those who have mastered how to use information and their information can change realities, meanings and perceptions. The individual is the one which voluntarily or involuntarily communicate and thereby, on the one hand, develop the skills and communication skills, and on the other hand, change their behavior positively or negatively, while generating the parameters needed to create an environment favorable to the development of its personality in an organizational context.

Also, communication is the most important manifestation of interactions between the entity and its specific environment. Most experts agree that success in the relationships between the entity and the environment in which they manifest is provided by effective communication. Moreover, communication is a resource and a component of the organization and organization functioning, however, few researches tackles an organizational context. Maybe so, because a business entity is having the characteristics of a group and a specific organizational structure and activities of other an organizational characteristic (history, traditions, legal form of incorporation, size, etc.) which makes this task difficult. As such, interpersonal communication research in terms of communication in organizational context approach reveals on the one hand, the complexity of communication, because communication is a process, not an event, and on the other hand the symbolic dimension of communication, given that at least the terms: signs and symbols are sometimes used as an equivalent of the concept of communication. Communication means or the action to convey information, feelings, experiences, symbols, views, opinions, etc., or the result of this action. In this sense, the elements or the fundamental factors of communication is: initiator (transmitter), receiver (recipient), channel (vehicle - used here in the broad sense), message and effect. In other words, each communication process has a specific structure represented by one type of relationship developed trinomial transmitter-message-receiver.

In this respect, the study conducted was based on communication approach, in terms of social interaction (school process) as messaging, important as how broadcasters and receivers encode and decode a message and how the transmitter uses channels and communication environment. It was also considered communication as a production and exchange of meanings (significations). Depicting objects of interest is to study how the

messages (text) interacts with people to produce meaning (or significances) and the role of texts in national culture. Communication models identified in analyzed entities are complex and include: events, information that causes the transmitter to transmit the message, the transmitter code, the encoding, message, channel, jamming the receiver, the decoding process.

So communication is an exchange of signals (audible, tactile or visual) in order to inform, instruct or persuade, based on the existence of shared meanings conditioned by the context of relations between those who communicate social context dependent. In *interpersonal communication transmitter is an individual who: has more structured information than the receiver, has a certain motivation, has an explicit purpose (message content) and implicit (it is, in fact, the reasons for sending the message, the more often it is unknown receptor)* [Popescu, (2012)]. Interpersonal communication is accomplished through words, voice, tone, body language, physiognomy, facial expressions, posture, gestures, appearance, color, clothes, etc.

Usually at the organizational level, inter-individual relations are seen as constructions of a larger system that is culture, given that people are carriers of organizational culture (national, local, regional, and family, organizational). ***Interpersonal relationships*** that develop affective and emotional register, can be positive, negative and neutral. A positive interpersonal relationship can disturb the communication process, the fact that information transmitted through words are not correctly decoded, leading even to the inefficiency of communication. When communicators are glad and happy, not hear the words, and as such, they do not communicate in terms of content, but in terms of relationship. Incidentally when interpersonal relationship has intense negative emotional, relationship troubles plan content and information that is transmitted through words is distorted or lost. If the interpersonal relationship is neutral, is communicated through both words and gestures, distance, mimicry, tone, physiognomy, posture, etc., which means that communication is on two plans: content and relationship plan.

The importance of interpersonal communication is emphasized by the fact that, in general, any *process of human communication takes effect of cognitive, affective and behavioral nature on communicators*. Interpersonal communication is based on two key concepts: ***communication competence and communication community*** [Popescu, (2007)].

***Communication competence*** is that knowledge participants needs to communicate. This is because to communicate is not sufficient knowledge of the language, a linguistic system or correct grammatical construction, but each individual must know when to talk, what to talk about who / what to speak, when, where and how mode. This means that someone has communication skills. Experts have not yet developed a scale to assess these skills. One cannot say in an as objective as possible if an individual is more competent than another. Of course, the assessments made by some employers, their employees are subjectively more or less competent in communication. After some specialists [Lohisse, (2002)], individuals who are proficient in linguistic (know the language, linguistics and construction grammar system) can learn the rules determined by the social context, required by communication skills holding.

Certain is that the diversity of language combined with social diversity, hence the need to address from the perspective of interpersonal communication and from communications community concept. This represents a group of individuals who share

certain practices of communication, namely rules governing the communicative process. But an individual is part of several **community of communication**: family, work (working group) / place of study, social group, locality, region, society, making it difficult to identify the communication practices and impact on increasing their business performance.

Interpersonal communication is crucial to the existence and success of the organization. Moreover, communication establishes and maintains relationships between employees, giving them the information needed to guide and evaluate their own work in relation to the other, with other requirements, the requirements of the organization as a whole, and the environment in which it operates.

### 3. Interpersonal skills with significant impact in the context of globalization

Globalization and knowledge society brings to the fore the need to develop all entities in all aspects, the latter being based on three pillars: information, communication, connection information. Communication is either a process by which information is transmitted from a transmitter to a receiver or an interpersonal relationship in which two or more people can understand [Gondrand, (1981)]. In this sense, *communication (interpersonal)* is that who determines the development of entities, at least from the socio-cultural perspective.

Obviously, interest in problems of interpersonal communication today is the result of great progress in human history, globalization and labor change, management and organization. Perhaps for the simple fact that the need for effective communication represents a psychological need in the knowledge economy, where time is money and not affect entities sufficient time for communication, which contributes to increased emotional beriberi and organizational inefficiencies. It states that a successful communication must be considered in a relationship and the relationship occurs when one party to the communication process arouses an emotional response or take into account the emotional and affective realities of the interlocutor [De Lassus, (2004)].

Communication in organizational context is the result of several factors, including: the communicative competence of individuals, their history and identity, organizational culture, common communication code, tools and media dimensions of context, particular situations.

In the company focus is on the development of interpersonal relationships to ensure effective communication. ***Human relationships are the most important coordinated in the social system of an organization*** because they contribute to their prosperity. Each of the structures formed at the organizational level behave and act differently. Especially since the knowledge economy produces structural changes due to the penetration of information and communication technology. All of this is possible by introducing a quota of technologies in the social level of the organization. Therefore, existing relational stock in the company is very important for its survival and development in the context of the knowledge economy. Relational stock can be defined as the ability to develop, but also to interpersonal relations, which have a beneficial effect on all parties involved [Popescu, (2007)].

Through communication, individuals pursue certain goals, send some ideas, information, feelings, and significances and develop relationships, including influence.

Each individual carries communication processes which can be analyzed in terms of outward communication, the meta-communication and internal or intrapersonal communication. This means that each individual transmit verbal or nonverbal messages intended the interlocutor, messages and messages are understood by it.

Communication aims to link people, the environment in which they evolve, any communication process is contextualized, it took place in a certain area of psychological, physical, temporal, social and cultural.

Complexity brings communication special requirement to practice manager: **the ability to be a good communicator**, but this skill develops, first by understanding the role of organizational communication. Thus, the manager functions cannot be operational without communication. Goal setting processes, to achieve consistency with the organizational structure and information, harmonization of the initial objectives and actions to eliminate defects of staff training is based on *receiving and transmitting messages*. Communication skills of managers are essential managerial skills to become leaders. The literature highlights the inherited nature of some skills and some skills that can be learned.

Business communication skills can be defined by means of positive behavioral indicators[Popescu, (2012)]: eloquence to move the topic (economy of words) high degree of adaptation to the needs of interlocutors or communities and what others say, clearly establishing the terms of the discussions (without implying that it is automatically understood by others), good diction, language articulated and appropriate environment, high degree of empathy, honesty, high degree of openness, honesty, establishing the context of the discussion, discourse and dialogue fluent, logical, initiating dialogues; active listening, sense of humor, respect for others sociability, degree of systematization and analysis, showing proactive and creative in solving problems, fast thinking, patience, acceptance of change, developing relationships, degree of relaxation in relationships, high dissemination of relevant information at the time and the right time to the right person, the allocation of time for communication, offering aid without regard to reward, finding common interests with others, high investment, originality of thought, high creativity, intuition and imagination, unconventional thinking, broad vision, optimism, convincing arguments, self-control, foresight, good observation, good memory, organization.

It is said that most interpersonal communication skill is listening, especially in the context of the knowledge economy. But, in the mentioned study, is captured more the efforts of entities to develop the interpersonal skills. A hierarchy of interpersonal communication skills with direct implications on increasing personal and organizational performance in the current socio-economic and cultural context led to the idea that sociability, developing relationships, acceptance of change, showing proactive and creative in solving problems, fast thinking, convincing arguments, patience, self-control, anticipation, observant, good memory, organization, optimism, are the most important interpersonal skills. Allocation of time for communication is regarded as an important skill of interpersonal communication in business development because it believes that the time costs. Moreover, in most studied entities focus is on high context communication type, the message is considered sent by default.

In the analyzed entities communication process has the following components: source, transmitter, message, channel, receiver, context, recipient, source of noise.

Discussions, dialogues, meetings, exchange of ideas through words, gestures, attitudes of employees reflect changes arising from socio-economic context, manifested by statuses, roles and power of the the entities. This means that interpersonal skills are influenced by organizational level (positive or negative) of the symbolic dimension of communication. Within the entities, each individual has its own representation of reality and image of him, about others, about the organization and society, which he generate some influences communication behavior and interpersonal communication skills.

As such, the study conducted has led to the construction of a communication model in which interpersonal communication skills of the transmitter / transmitters and receiver / receivers is the foundation on which is built the message, which is encoded and decoded according to a common code and appropriate to the content and channel / channels used, then sent several types of channels taking into account the purpose of communication, depending on the situational context in which these (including the individuals generated by psychological states (relative to the image of the self in interpersonal communication ) elements ideological, cultural, social and economic).

### 3. Conclusion

In the context of globalization, entities must identify at least a competitive advantage to face in a changing environment found. In this sense, the study shows that interpersonal skills are a significant advantage for any entity, regardless of scope, size or efficiency. Of course to the extent that they are known and properly used, relations generated by each entity separately managed and developed according to the objectives and mission of the organization, can make the difference between failure and success of entities. Communication practices being specific to each entity requires independent research and development of communication models are based on the practices identified and generated relations contribute to the creation of success entities.

Also, the undertook study provide the necessary support of other analyzes and surveys to identify and measure the influences of different communication behaviors revealed by interpersonal communication skills on firm performance, and use effective interpersonal communication patterns as a basis for creating models of success corporate governance.

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