

SIGNIFICANCE OF INTERPERSONAL COMMUNICATION IN ORGANIZATIONAL EFFECTIVENESS

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Abstract

In recent years, interpersonal communication has repeatedly been considered a key prerequisite for successful work within an organization. It seems reasonable to say that one of the biggest obstacles to organizational effectiveness is lack of effective communication. Moreover, good interpersonal communication skills are very important for employees to build a successful organization. This paper attempts to better understand how interpersonal communication can improve organizational functioning. This paper begins by explaining what interpersonal communication and organizational effectiveness mean, and then discusses how interpersonal communication influences different components of organizational effectiveness.

Keywords: *Interpersonal Communication, Communication Barrier, Organizational Effectiveness, Productivity, Success*

I. Introduction

It is hard for any organization to imagine that one person would never have to interact with other people. Company employees probably use interpersonal communication on a daily basis to handle customer complaints, persuade their bosses to grant them time off, or comfort colleagues who are dealing with difficult issues. Therefore, companies and institutions attach great importance to interpersonal communication. Since all management and administrative functions and activities involve some form of direct and indirect communication, the study of various forms of communication is important. Whether planning, organizing, directing, or controlling, managers communicate with and through other people. This means that each person's communication skills affect both individual and organizational effectiveness. It seems reasonable to state that one of the biggest obstacles to organizational effectiveness is lack of effective communication. Additionally, good interpersonal communication skills are very important for employees to run an organization successfully. According to a recent survey, recruiters rate communication skills as the most important attribute of an ideal job candidate.

This paper attempts to better understand how interpersonal communication can improve organizational functioning. This paper begins by explaining what interpersonal communication and organizational effectiveness mean, and then discusses how interpersonal communication influences different components of organizational effectiveness.

II. Objective

The primary purpose of this paper is to examine the role of interpersonal communication in developing organizational effectiveness.

III. Methodology

In the present study, researcher used a narrative literature review method to describe the role of interpersonal communication in developing organizational effectiveness.

IV. Literature Review

Communication Science Handbook edited by Berger, C.R., Roloff, M.E. & David, R.R-E. (2010) gave extensive discussions on language and communication, the nature of interpersonal communication,

interpersonal aspects of health communication, political communication, intercultural communication, computer-mediated communication, and human-computer interaction. In all these subjects, theoretical aspects of interpersonal communication were discussed, but there was no discussion of this subject related to works on interpersonal communication, such as writing and letter writing.

Conversation and interpersonal communication are covered in detail in the book *Fundamentals of Communication; A Relational Perspective* by Duck, S., and McMohan, D.T. (2012). The writers try to address how people view and use technology for communication requirements in a different topic titled "Technology in Daily Life" (both interpersonal, non-personal and mass communication). This subject encompasses relational technology and interpersonal interactions in addition to online communication and partnerships. Yet, there is no discussion of correspondence between people in this work.

Abbasi and Freund examined several studies explaining the importance of interactions. Some indicate the importance of communication skills preceding social skills by including emotional, cognitive, and behavioral underpinnings (2011: 243)

Amit Singh explained interpersonal communication through the process of information transfer and common understanding from one person to another, which is very important for the success of an organization. Therefore, it must be managed effectively to ensure that the goals of the organization are achieved. Additionally, Singh said within the organization: Communication functions as the flow of information, materials, perceptions, and understandings between multiple stakeholders in an organization, methods, media, and means of communication, networks, channels, communication systems, or entire organizational structures, and person-to-person. need to do it. exchange or interpersonal communication. They include all aspects of communication and show that there is so much going on within an organization that it makes them comprehensive (2014: 36).

Sharon Pope explained that interpersonal communication skills fall into four categories: First, communication, including verbal, nonverbal, and auditory skills. Second, conflict resolution and negotiation skills. Third, the ability to work collaboratively in a team. Fourth, cross-cultural skills (2015:15).

V. Discussion

A. Interpersonal Communication

Interpersonal communication, the process of conveying information and sharing understanding from one person to another, is critical to the success of an organization. Therefore, it must be managed effectively to ensure that the goals of the organization are achieved. Vardaman and Halterman define communication within an organization as the flow of information, materials, awareness and understanding among the various stakeholders of the organization, all methods, media, means of communication, any network, channel, communication system or organizational structure., defined as the entire exchange of interpersonal communication. It encompasses all aspects of communication and makes it all-inclusive, as it shows that there is much going on within the organization.

According to Wilson communication in different organization refers to various ways, strategies and tools which the employees use in their official, Interpersonal, and small group communication activities. The easiness or complexity of the interpersonal communication process is dependent on the easiness or complexity of the organization.

Sambe defines it as one that implies a flow of information in a societal system to bear its operation and to gear it towards attaining its predetermined goals.

Also, Nwosu sees organizational communication as one which mentions fundamentally to group and interpersonal communication inside an organizational setting. Interpersonal communication gives emphasis on how organizational structures distress communication between the employees that brands up the organization and how those organization structures are in turn affected by interpersonal communications

Communication in different organization is very vigorous and that is the reason Greenbaum contends that the

tenacity of organizational communication is to facilitate the attainment of organizational objectives. Interpersonal communication provides a way to communicate facts, ideas, thoughts, and values to others. It's a meaningful connection between employees, where they can share what they know and feel.

Interpersonal communication is a term usually used for verbal and non-verbal interfaces in one-on-one or some small group settings. "Interpersonal skills" and "soft skills" are terms often used to describe a person's interpersonal skills, but the word "soft" is an inappropriate term to describe skills that can get you out of a job. It seems like from another perspective, these should be "difficult" skills because they are difficult to master and have a high impact on your career and personal life. In the workplace, highly interpersonal communicators are able to report and collaborate with a variety of people, manage conflicts, negotiate disagreements, make inquiries effectively, and receive information objectively. Yes, people who are good interpersonal communicators are receptive to the ideas of other colleagues and are happy to provide input on important activities in the problem-solving process. Interpersonal communication works effectively based on four basic principles. These principles inspire how interpersonal communication works in real life. They are fundamental to interpersonal communication and play a major role in building organizational effectiveness. These principles are-

- Interpersonal communication is inevitable
- Interpersonal communication is irreversible
- Interpersonal communication is complex
- Interpersonal communication is context dependent

In other words, communication does not occur in isolation. There are various communication contexts. One of them is the psychological context that describes the employee's presence and what they bring to the interaction. An employee's wants, needs, values, personality, etc. can all be viewed from a psychological context. Another framework is relational, concerned with employee reactions to other employees. Situational context addresses the psychosocial "why" people communicate. An interaction that takes place in one organization is very different from another interaction that takes place in a different organization. The environmental context corresponds to the physical "where employees communicate". Furniture, noise, location, level, season, temperature, time of day are considered examples of environmental context. Cultural context includes all scientific behaviours and directives that influence interactions. You may come from a culture where prolonged, direct eye contact is considered rude making you respectfully avoid eye contact. But, if another employee is from a different culture where signals of long, direct eye contact can be trusted, it might form grounds for misunderstanding.

B. Barriers to Effective Organizational Communication

Several organizational communication barriers that impede organizational effectiveness have been identified. These barriers include:

1. Ambiguity:

Not using common language or honest expressions

2. Poor coordination:

Organizational failure to coordinate the different activities of different departments within the organization often results in disastrous interpersonal communication. Repetitive efforts, and regular irritation and frustration among the employees are a result of the same. To improve organizational productivity, you must follow the correct channels of interpersonal communication within your organization.

3. Lack of proper organizational facilities:

A lack of necessary communication capabilities can have a significant impact on the proper functioning of the business environment within an organization. Organizational interpersonal communication is effective when all necessary facilities are provided and employees are trained within the organization.

4. Wrong function description:

Undefined and unknown feature naming often indicates abuse of feature privileges within an organization. Functional authority should be delegated to a suitably designated employee based on the departmental policy.

The manager must be trained, educated and with experience, his level of honesty must be high and authentic and must be judgmental in his dealing with everyone.

Wilson brought out the following facts as barrier to effective communication in different types of organizations.

- Physical setting of office
- Clothes
- Timing of the message
- Lack of rapport between the sender and receiver
- Lack of motivation
- Non-payment of salaries

As it is with all social activities, organization cannot run well without effective interpersonal communication. For any organization to recognize its set organizational goal there must be rich and free drive of interpersonal communication, operative organizational objectives will be achieved also if these obstacles are met and face-to face interface is the most advantageous to the employees in the organization than the written documents. Interpersonal communication has the advantage of providing feedback and the opportunity of understanding the message more appropriately in this global economic age.

C. Organizational Effectiveness

Organizational effectiveness is defined by the American Public Human Services Association (APHSA) as a systemic method to continuously enhancing an organization's performance, performance capacity, and client outcomes. According to APSHA, "systematic" refers to capturing a step-by-step methodology, while "systemic" refers to taking into consideration the entire system or, in the case of organisational effectiveness, the entire organisation. Organizational effectiveness, put simply, is a methodical technique to consistently enhancing the entire business.

In the Organizational Effectiveness approach, effective organizations are described as operating systems that are made up of the different interconnected moving parts, such as the aim of the organizational strategy shared and perceived as important by the employees within the organization and stakeholders opinion to the organization; resources placed into the organization to achieve the organizational strategy ; ability of the organization to advance toward outcomes using available resources for assessing performance capacity of organizations; activities of the organization towards(performance actions; results of system performance ; changes in lives as a result of outcomes; and feedback from clients, staff, partners, key other stakeholders, and the community about how well the organization is achieving its desired outputs and outcomes from the environment. Feedback helps in continuous improvement of organizational strategy. This facilitates continuous improvement in performance, input, capacity and performance metrics, resulting in continuous improvement in output and results.

Strategic work involves defining organizational goals and game plans. What an organization is, what it plans to do, why and how it does it, and what it takes to be successful. Structural and cultural work includes value modelling and essential communication departments, levels, jobs, work teams, policies and desired benefits. Key work processes include defining specific processes and procedures that describe strategies and expectations

Structure and culture for daily work. Operational tasks include realizing key processes, providing services to customers, and managing employee performance.

D. Key Challenges to Organizational Effectiveness

The challenges for business organizations seem simple.

Align and engage your workforce based on a clearly formulated strategy. However, this can be difficult to achieve. Proper placement of numerous components or key elements requires a coordinated overall effort. Motivating employee engagement within an organization is a key component of organizational effectiveness.

Employee engagement impacts the customer experience and ultimately the overall performance of an organization in terms of efficiency and profitability.

An organization's performance is measured by the delivery of results or services. Various studies show that many leaders struggle to align and involve their employees in their organization's strategies to make it successful. So, is it important for companies to understand how to achieve sustainable organizational effectiveness? It is about aligning the people of the organization with the strategy of the organization by understanding and helping to position people to work within the organization. Strategic alignment is achieved through fit-for-purpose structures, effective leadership, and operational HR systems and culture. Integrating efforts in these areas creates highly engaged employees who are engaged and able to contribute to the organization in achieving its goals. However, all these factors must be carefully considered for reasonable organizational effectiveness. Focusing on one element without others will not create long-term engagement.

Some processes need to be in place to support leaders in taking action and to ensure that the right changes are happening and being embedded in the organization.

These processes are:

- o A communication process that reaches all key stakeholders and clearly covers the why, what, when and how.
- o A development process to ensure that leaders have the knowledge and skills to take action.
- o Leadership support to ensure resources and energies are aligned with strategy.
- o A process for communicating results quickly and transparently.
- o A process for effectively cascading engagement initiatives across the workforce.
- o A process for measuring success and return on investment.
- o A process by which leaders report progress and get ideas and support from leaders and peers.

E. Interpersonal Communication and Organizational Effectiveness

Interpersonal communication is an effective tool for motivating an organization's employees to engage in various activities. Good communication provides employees with feedback and reinforcement during effective organizational change. Increasing organizational impact Effective organizational change empowers employees to make better decisions and prepares them for the ups and downs of change. Employee involvement in various organizational activities enhances employee influence in influencing decision-making.

Organizational Performance: A long-term study of Fortune 1000 companies revealed positive trends in the use of employee stock ownership programs in these organizations.

The coercion strategy is the most important tactic for effective interpersonal communication, because the key point of interpersonal communication is coercion. These are the tools that help employees maintain respect, meet their needs and protect their rights without manipulating, controlling, abusing or controlling others. It is important for organizations to familiarize employees with these strategies in order to develop their skills and attitudes in effective interpersonal communication. Effective interpersonal communication requires other employees to do something. Perhaps you change your behaviour or ask other employees to do something for you. As such, employee engagement stems from high levels of self-esteem and self-acceptance. Because not everyone can assert themselves and force others to do something.

Good interpersonal communication therefore makes it clear what an organization's employees think of other employees of the organization. Recognize their rights as specific and also recognize the rights of other employees. When appropriate, employees who are interpersonal communication professionals can defend their rights, disagree, and offer a different perspective without upsetting or discouraging other employees. On the other hand, employees with poor communication skills feel threatened in such situations and act more aggressively than assert themselves.

VI. Conclusion

The process of conveying knowledge and a common understanding between two people is known as communication. Regardless of their sector or location, all organisations aspire to increase efficiency and

improve performance. To do this, a company plan is devised. Structures, roles, competencies, leadership, processes, and culture must be in line with strategy in order for execution to take place. Without the other, there will be an imbalance, and success won't happen. The effectiveness of interpersonal communication as perceived by respondents at any stage of their organisational affect is a key factor in this study.

This paper confirms that the key point of interpersonal communication is assertion, therefore assertion strategy is the most important tactic in effective interpersonal communication. People who are good at interpersonal communication can defend their rights, disagree with them, and have different points of view without insinuating or belittling other employees to make the organization more effective.

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