

Communication Within the Workplace: Systematic Review of Essentials of Communication

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Received: 14/05/2023

Online Published: 20/10/2023

Accepted: 10/09/2023

Abstract

Communication is the process of exchanging ideas, information, and messages with people within a specific timeframe. Communication can take several forms such as written, spoken, non-verbal, electronic, and so on. Effective communication is crucial in all contexts, including personal lives, education systems, businesses, and social gatherings. Efficient communication across all hierarchical levels inside an organization is crucial for the smooth operation of any firm. It serves as the fundamental factor in sustaining employees and reducing turnover. This paper provides a comprehensive explanation about the significance of communication as well as its relationship with employees' performance, job satisfaction, morale, and the overall culture of the company. The paper driven upon the literature demonstrates the impact of communication between employees, supervisors, and managers. It also examines the impact on the employee happiness, morale, attitude, and overall job satisfaction inside the organization.

Efficient communication fosters trust, a positive organizational atmosphere, cultural acceptance, and streamlined procedures, all of which contribute to a thriving work environment. This research also emphasizes the role of workplace meetings in facilitating communication, which is governed by collective labor agreements in certain countries. Contrary to the widespread myth of poor communication within the firms, the research findings unveiled a different reality. A subset of the supervisors had effective communication skills, primarily relying on informal channels to get their communication materials.

Keywords: Communication, workplace, organization

JEL Classification: D83, M10, M12, M54

1. Introduction

In today's advanced world, discussions about communication in the workplace are on the rise (McCrae & John, 1992). Communication, defined as the sharing of thoughts, information, and messages with others at a specific time and location, takes various forms such as nonverbal communication, visual communication, and electronic communication (Proctor, 2014). In a customer service office, a scientist noted discussions highlighting a communication gap between administrators and employees. This gap is often evident in organizations with a hierarchical structure, where lower-level employees may struggle to access information about organizational changes.

A case in point is the use of workplace meetings in Sweden, guided by a collective work arrangement for communication. However, little is known about the mechanics of these meetings and how communication can be enhanced. Communication is described as a direct interaction where a message travels from a sender to a recipient through a medium. It is also seen as a process occurring between two or more individuals who aim to share information, solve problems, and sometimes experiment with new working methods.

An open communication atmosphere, characterized by free, honest, and mutual engagement, is crucial for a positive workplace. This atmosphere not only fosters understanding among

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individuals but also promotes tolerance and reduces conflict. Such an open communication environment is considered conducive to well-being as it provides conditions for employees to exert influence and actively participate. The process of conveying information within an organization is essential, and addressing communication gaps is vital for maintaining a healthy workplace.

2. Literature Review

Effective Organizational Communication Affects Employee Attitude, Happiness, and Job Satisfaction

The main task of management is to identify strategies that can improve the job satisfaction of employees. Creating an organizational culture is heavily influenced by effective interpersonal communication, personal well-being, and the mindset employees have towards their work. The attitudes and satisfaction levels displayed by employees in both their professional and personal lives directly influence the effectiveness of communication within the organization (Proctor, 2014).

Motivation Hygiene Theory

Frederick Herzberg conducted empirical research, utilizing interviews, to examine the relationship between employee attitudes and motivation. The study's results revealed that specific factors influenced both job satisfaction and job discontent. Consequently, Herzberg formulated a theory known as the motivation-hygiene hypothesis, wherein he categorized elements that contribute to satisfaction as motivators and those causing dissatisfaction as hygiene factors. Herzberg (1987) stated that the opposite of satisfied is not satisfied, while the opposite of dissatisfied is not dissatisfied.

Motivating factors include aspects like performance, acknowledgment, job nature, responsibility, and personal development. On the other hand, examples of hygiene factors encompass company policy, administration, supervision, interpersonal relationships, working conditions, compensation, status, and security. According to Herzberg (1987), motivators lead to job happiness, while hygiene factors contribute to dissatisfaction.



Figure 1: Frederick Herzberg's two-factor theory

Source: Retrieved from: (courses.lumenlearning.com,2021)

To effectively ensure job satisfaction, management should take into account the motivation-hygiene theory (Herzberg, 1987). Previous research has indicated that fostering open communication in the workplace not only enhances employee performance (Neves & Eisenberger, 2012; Rhodes & Eisenberger, 2002; Neves & Eisenberger, 2012) but also cultivates progressive

perspectives and overall happiness (Anchor, 2009; Froman, 2010; Peters & Austin, 1985).

When management maintains transparent communication with both employees and colleagues, it creates a supportive environment for workers, resulting in improved performance and ultimately benefiting the organization (Neves & Eisenberger, 2012)

Communication and Organizational Outcomes

Efficient communication stands as a crucial factor in the accomplishment of an organization's goals and objectives. Additional elements encompass employee attitude, morale, and customer satisfaction, as evidenced by studies (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Eisenberger & Stinglhamber, 2011; Neves & Eisenberger, 2012; Rhoades & Eisenberger, 2002; Shore & Shore, 1995; Tsai, Chuang, & Hsieh, 2009). Through effective communication, employees can enhance their dedication and confidence in their tasks, thereby benefiting the company in achieving its established objectives (Tsai, Chuang & Hsieh, 2009).

A study conducted by Tsai, Chuang, and Hsieh (2009) highlighted that employees generally lack awareness of the advantages of effective communication and its influence on organizational objectives. Additionally, they are either insufficiently trained or uninformed about how to foster positive communication in the workplace. In any workplace, the primary obligation of management is to provide training to its employees, ensure the availability of supplementary resources for training workers in effective communication skills, and promote informal communication among employees (Tsai, Chuang & Hsieh, 2009).

Happiness in the Workplace

Nurturing a positive mindset toward professional responsibilities can significantly improve our effectiveness as employees in the workplace (Anchor, 2009). Losado (2009) quantified workplace contentment with a value of 2.9013, indicating that approximately three positive comments or experiences are needed to counteract the impact of a single negative one. Management's provision of positive feedback and interactions can elevate this ratio, leading to enhanced job performance (Losado, 2009). Stress in the workplace plays a pivotal role in affecting performance (Haque, 2022; Haque, 2021).

Employees exhibit concern for their colleagues, and when management actively supports and takes steps to enhance workplace culture, positive outcomes are achievable, including increased productivity, improved employee attitudes toward their work, and overall job satisfaction (Anchor, 2009; Keller, 2012).

Human resource policies are employed by organizations to facilitate communication, and effective two-way communication between management and staff yields favorable outcomes in terms of enhanced performance. This type of communication should be integrated into the organization's strategic plan, involving training managers on techniques to foster open communication within their units and create a positive work environment (Neves and Eisenberger, 2012).

Cultivating a culture within an organization is crucial for its success. It's also essential to have a comprehensive understanding of employees' competencies, areas of expertise, and limitations to appropriately allocate individuals to tasks. Aligning individuals with suitable roles that match their strengths contributes to the organization's financial performance (Anchor, 2009; Kerns, 2008).

The consideration of the emotional contagion concept is paramount. Workplace individuals can indirectly influence others in either a positive or negative manner. Instances where an employee expresses grievances or spreads unfavorable information about a coworker can lead to reduced job satisfaction, diminished morale, and decreased productivity (Fay & Kline, 2011; Sias, 1996).

Keller (1997) advocates for the beneficial habit of surrounding oneself with optimistic individuals,

both in professional environments and personal lives. Individuals have the power to alter their perspectives and opinions of others, significantly impacting the success or failure of a business or household. Adopting a positive mindset contributes to increased happiness in professional endeavors and overall life satisfaction (Anchor, 2009; Keller, 1997; Swindoll, 2006).

Five-Factor Model

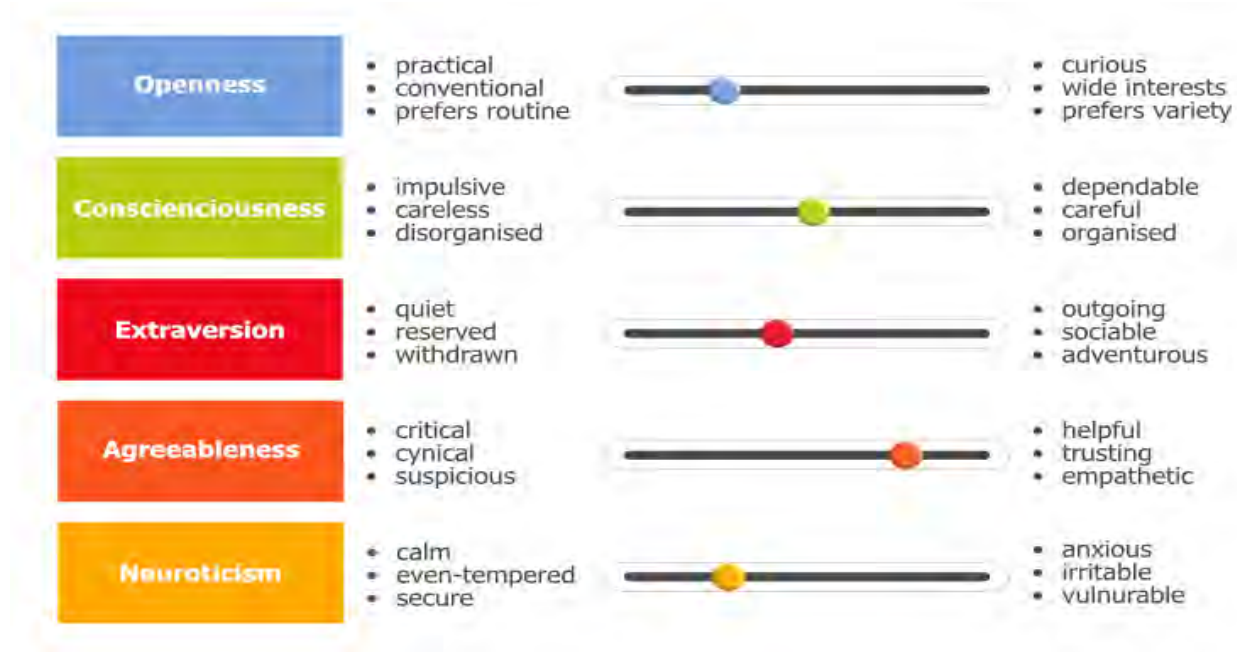


Figure 2: Five Factor Model

Source: Retrieved from (marcr.net, 2019)

Various organizations have conducted research employing the five-factor approach to identify the desirable attributes that define exceptional employees. These characteristics are extraversion, agreeableness, conscientiousness, neuroticism, and openness (McCrae and John, 1992).

Extroversion: This trait reflects an individual's optimistic outlook, including qualities such as enthusiasm, extroversion, chattiness, vigor, and assertiveness (McCrae & John, 1992).

Agreeableness: Encompassing qualities like forgiveness, generosity, kindness, and sympathy, agreeableness is a key characteristic (McCrae & John, 1992).

Neuroticism: This personality trait is characterized by moodiness, anxiety, vulnerability, and similar qualities (McCrae & John, 1992).

Conscientiousness: A personality attribute characterized by organizational skills, reliability, and responsibility falls under conscientiousness (McCrae & John, 1992).

Openness: Encompassing characteristics such as pragmatism and a preference for structure, openness is another defining factor.

The five-factor model finds practical application in organizational contexts, especially in personnel recruitment and job allocation. Research by Roberts & O'Reilly (1974), Saari & Judge (2004), and Snyder & Morris (1984) indicates that employees experience increased satisfaction and exhibit a more positive work demeanor when actively involved in the decision-making processes of the organization. Employee engagement, demonstrated through active participation in the creation and execution of plans, has a positive impact on motivation within the company.

A new way of Organizational Happiness

Organizations must recognize that employee dissatisfaction can significantly impact the success or failure of the business (Bolman & Deal, 1997). Therefore, businesses should allocate resources to train managers in the art of efficient communication with their employees. Improving communication in the workplace not only enhances employee satisfaction but also fosters more efficient teams that collaborate to enhance overall achievement (Bolman & Deal, 1997; Muchinsky, 1977).

In another study titled "Exploring communication processes in workplace meetings: A mixed-methods study in a Swedish healthcare organization," Wheelan SA emphasizes that the well-being and security of employees depend on the effectiveness and quality of the organizational climate. Establishing trust and fostering a conducive work atmosphere require proficient communication (Whitehead, 2006).

Communication involves the transmission of information from the sender through a medium to the recipient (Shannon, 1949). It is essential for sharing information and finding solutions to problems. Communication is a multifaceted and innovative process where individuals in the workplace produce and analyze messages (Argyris, 1998).

To achieve a harmonious and accurate understanding between individuals, effective communication requires an open and sincere exchange of ideas and thoughts, devoid of any limitations or deceit (Bokeno, 2007). Effective workplace management is achieved through fostering open communication, which encourages employee engagement and ultimately enhances organizational strength (Bringsen et al., 2012).

Communication can occur in a horizontal or vertical direction within any organizational structure (Bartels et al., 2010). Employees could express their opinions or offer feedback to upper management in any decision-making process, enabling information to flow from lower levels to higher levels (Tourish & Robson, 2004). However, a drawback lies in the ability of department managers to impede the upward transmission of information, obstructing the escalation of concerns presented by front-line staff to higher levels. This can impact the overall decision-making process of the entire company as bottlenecks are not adequately reported (Milliken & Morrison, 2003). In Sweden, workplaces are required to hold formal workplace meetings to promote communication, as mandated by a collective labor agreement (Sveriges, 2005).

Communication Within the Workplace

Face-to-face communication stands as the primary method for daily interaction, involving the exchange of ideas, thoughts, and discussions in written language (Encarta, 2005). Throughout the communication process, potential barriers can arise, leading to misinterpretation or confusion. To mitigate these obstacles, it is imperative that each phase of communication be unambiguous, succinct, precise, and meticulously organized (Fowler & Manktelow, 2005).

Effective communication is a vital element in every organization, as crucial to business success as maintaining connections with important stakeholders. It fosters strong business relationships, facilitating mutual trust and collaboration among business partners or organizations within an industry (Black Enterprise, Charles, 1998, p. 116). Internally, organizations benefit from communication in maintaining employee motivation, focus, and involvement (Black Enterprise, Clemons, p. 46). Internal communication can vary in simplicity or complexity and manifest in various formats, serving the purpose of keeping all members of the company well-informed and fostering a unified organization (Phelps, 2000).

The effectiveness of organizations is subordinate to the efficacy of communication within their

personnel. Employees serve as conduits for the transmission of information, using various channels such as interactions with colleagues, union representatives, government agents, or the expression of views and emotions through passive-aggressive behaviors (Brennan, 1974). While management has diverse methods to disseminate information downward within the hierarchy, there may be limited channels available for conveying information upward to top management (Nichols & Stevens, 1999).

To enhance project progress, proficient communicators establish connections with colleagues and corporate executives, knowing whom to approach for assistance with issues such as conflict resolution or fostering camaraderie among team members (USA Today, 2002). Transparent communication lines between managers and other employees garner respect and support within the business (Daedalus, 1996).

Workplace communication difficulties may contribute to the sexual split in organizations, with some ideas suggesting that women are perceived as more empathic than men. To dispel this notion, various strategies can be implemented within any organization (Fortune 1994):

Active listening

Encouraging employees to change through persuasion rather than issuing commands can be a more effective approach. Tailoring your language to align with the diverse cultural views of your audience is essential, recognizing that different individuals may interpret and respond to messages in unique ways. Instead of reacting to staff expressions, focus on the content they've presented, fostering an environment where the substance of ideas is valued over emotional reactions. This approach promotes a more open and inclusive communication style that respects individual perspectives and encourages a collaborative atmosphere.

Invite Criticism

It is crucial to communicate your intentions clearly with everyone involved before taking any action. Assume that staff members will take full responsibility for their actions, fostering a sense of accountability within the team.

Ambiguous communication in the workplace can lead to various issues, impacting the productivity and motivation of employees. Taking the time to create communication materials that are unambiguous, succinct, and easily understood is essential. Such communication should encourage open dialogue and invite input from all team members (USA TODAY, 1999). Ineffective communication may lead to misinterpretation, causing breakdowns that hinder both personal and professional objectives (Fowler & Mankelow, 2005).

Before sending out any communication, take a moment to scrutinize and evaluate the message. Ensure clarity, identify the target audience, anticipate their perception, and align the message appropriately with the cultural environment (Fowler & Mankelow, 2005).

An organization that neglects the prioritization of communication may face negative consequences in terms of efficiency and profitability. This deficiency can impact all aspects of the business, hindering the growth and progress of its workers. In any professional setting, there are ample opportunities for managers and employees to build reciprocal connections, exemplifying positive interpersonal relationships through efficient communication in the workplace (Brennan, 1974).

3. Methods/Procedure

The study aimed to assess communication channels between senior and junior management,

recognizing the importance of effective communication across all levels within an organization. Surveys were employed to establish upward communication channels from lower to upper management, with the potential to impact company efficiency. The researchers utilized a quantitative research methodology involving multiple-choice questions administered to participants from various firms. Both quantitative and qualitative analyses were employed to gain an in-depth understanding of the phenomenon.

The company involved in the study had a total of 400 participants, including customer service professionals, unit leaders, and supervisors. The researchers conducted 97 out of 111 surveys through direct dialogue, ensuring confidentiality for all responses. The surveys included 10 multiple-choice questions and one open-ended question, aiming to investigate internal disparities between upper and lower-level management.

Despite encountering challenges such as incomplete participation and time constraints due to holidays, the researchers achieved an 87% survey completion rate. The study demonstrated the commitment of participants, as they willingly completed the survey in person.

Two additional studies were conducted, one at Southern Utah University's Enrollment Management Division and another at a Swedish healthcare organization. The Swedish healthcare study focused on communication strategies in traditional workplace meetings to promote well-being, utilizing observations, interviews, surveys, and focus group discussions with approximately 4500 active participants. The study at Southern Utah University examined communication levels among employees and job satisfaction, with 51 participants focusing on part-time workers.

Overall, the studies highlighted the significance of effective communication in various organizational contexts and employed a range of research methods to explore communication dynamics and their impact on employee well-being and satisfaction.

Inclusion and Exclusion

Inclusion	Exclusion
• Internet/Library research • Personal observation • Secondary data • Collaborative learning	• Interviews • Questionnaire/survey • Primary data • Statistical test

Figure 3: Inclusion and exclusion criteria (own illustration)

4. Findings and Discussions

Effective Organizational Communication Affects Employee Attitude, Happiness, and Job Satisfaction.

An employee survey was done inside the SUU Enrolment Management Division to assess the effectiveness of communication and the impact of managerial communication on staff attitude, happiness, and work satisfaction. Most survey respondents expressed a good sentiment towards their work and existing positions, contributing to a harmonious and contented work environment within the business. The survey questions mostly addressed the employee's opinions and levels of contentment (Proctor, 2014).

The following list comprises the participants and outcomes of the survey administered to the workers of the SUU Enrolment Management Division.

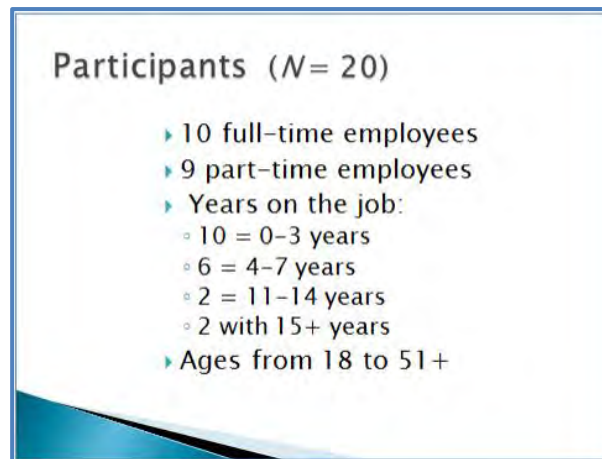


Figure 4: Results of survey (SUU Enrolment Management Division)

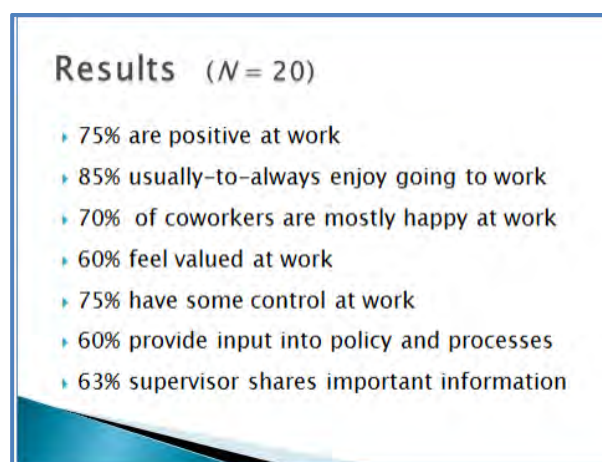


Figure 5: Results of survey (SUU Enrolment Management Division)

There is a strong correlation between a manager's demeanor and their commitment to fostering a positive work atmosphere, influencing the attitudes, contentment, and job satisfaction of employees. Managers dedicated to creating a healthy work environment are more likely to share information and actively seek input from their subordinates. Prioritizing bilateral communication is essential for fostering a constructive and prosperous working atmosphere, serving various objectives as outlined by Proctor (2014):

Efficient Delegation: Managers can delegate duties more effectively.

Departmental Success: Strategies for growth can be implemented at the departmental level.

Alignment with Organizational Goals: Goals of each department can be aligned with the overall organizational objectives.

Enhancement of Office Culture: Two-way communication can contribute to improving the office culture.

Employees with autonomy in their work tend to have higher levels of positivity. Even those with limited autonomy express job satisfaction when their efforts are recognized by management, and they contribute meaningfully to the overarching objectives of the office (Proctor, 2014).

Management holds the responsibility of establishing a favorable organizational environment, while personnel are accountable for actively contributing to the organization and their own contentment. Actively promoting feedback, suggestions, and input from employees is crucial for the

organization's progressive advancement in the right direction (Bolman & Deal, 1997; Saari & Judge, 2004). This collaborative approach ensures a more positive and productive work environment.

Exploring communication processes in workplace meetings: A mixed-methods study in a Swedish healthcare organization.

Organization of Workplace Meetings

Organization of the observed workplace meeting (WM)

	WM1	WM2	WM3	WM4	WM5	WM6	WM7	WM8	WM9
Clinical setting	Medicine	Surgery	Medicine	Medicine	Medicine	Medicine	Medicine	Surgery	Medicine
Venue for WM	Break room	Break room	Break room	Break room	Conference room	Conference room	Office	Break room	Break room
Time of day	Afternoon	Afternoon	Afternoon	Afternoon	Afternoon	Afternoon	Morning	Afternoon	Afternoon
Scheduled duration (hours)	01:15	0:45	01:30	00:30	01:00	01:00	01:00	02:30	00:30
Frequency	Once a month	Every second week	Once a month	Once a week	Once a month	Once a week	Once a week	Once a month	Once a month
Number of participants (percentage of all employees)	9 (18%)	23 (38%)	15 (50%)	15 (30%)	12 (30–34%)	9 (36%)	3 (–)	11 (29%)	11 (14%)

Figure 6: Observed workplace meeting.

Figure 6 illustrates that the organization conducts regular meetings involving various departments, convening in break rooms, conference rooms, or offices. The manager presiding over these meetings takes on the responsibilities of determining seating arrangements, sending out invitations, and preparing the agenda for each meeting. The duration of these meetings ranges from 30 minutes to 150 minutes. The table in Figure 6 outlines the participant range, which varies from 3 to 23 individuals. Furthermore, the meetings occur either once a week or once a month (Bergman, Dellve, & Skagert, 2016). This regular meeting structure suggests a systematic approach to communication and collaboration within the organization.

The Communication Process

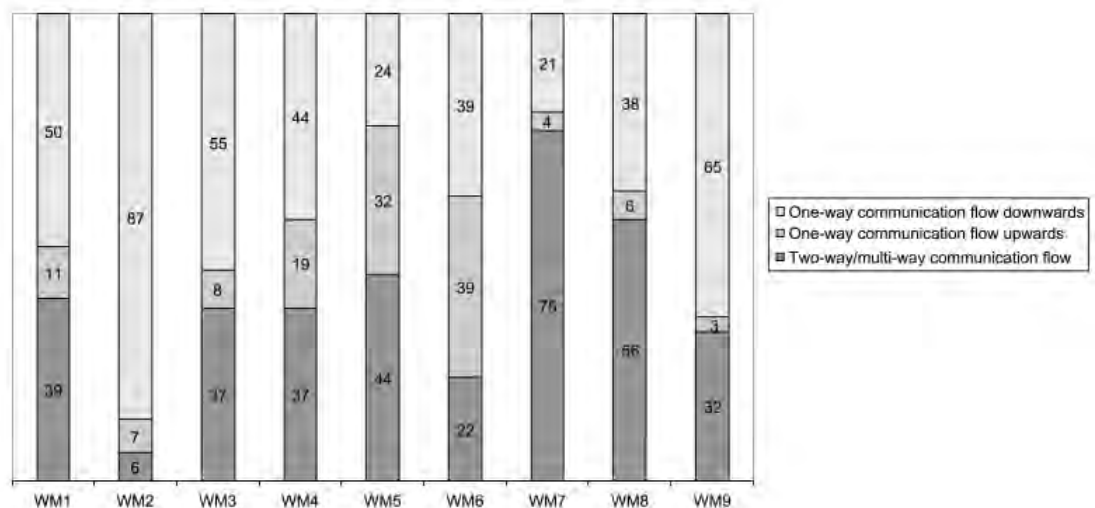


Figure 7: Variation in communication flow at the workplace meetings.

Figure 7: Variation in communication flow at the workplace meetings

Referring to Figure 7, the communication channels within the organization can take three forms, as identified by Bergman, Dellve, & Skagert (2016):

One-way communication flow downwards: Information is transmitted from higher levels of the hierarchy to lower levels.

One-way communication flow upwards: Information is transmitted from lower levels to higher levels.

Two-way/multi-way communication flow: Interactive communication involving exchange between multiple levels or parties.

According to Figure 7, the breakdown of communication time reveals that almost half the time, approximately 46%, is dedicated to top-down communication – information flowing from managers to employees. In contrast, bottom-up communication, where information is transmitted from employees to managers, constitutes 13% of the communication time within the organization (Bergman, Dellve, & Skagert, 2016). This analysis sheds light on the predominant communication directions and emphasizes the importance of understanding and optimizing both top-down and bottom-up communication flows.

The views of Managers and Employees about Workplace Meetings

Workplace meetings play a crucial role in facilitating communication, enabling employee participation in decision-making processes, and ensuring mutual agreement between management and employees. These meetings serve as platforms for employees to exchange expertise and enhance their understanding of discussed topics. Regular meetings offer unique opportunities for participation, providing several advantages, as highlighted by Bergman, Dellve, and Skagert (2016):

- Communication of Information
- Opportunity for Employee Influence and Decision Making
- Sharing Knowledge and Developing Competence on the Job
- Utilizing Attendance Opportunities

Effective communication, as supported by studies (Whitelaw et al., 2001; Bringsen et al., 2012), fosters positive connections. In the healthcare industry, formal meetings are utilized to assess the efficacy of both vertical and horizontal communication, guided by labor agreements (Sveriges, 2005).

The study reveals that formal meetings, primarily serving as a means of downward, unilateral communication, also prove effective in facilitating upward, bilateral, or multilateral communication. This allows employees to access additional resources and exert influence on the organization's decision-making process. Regular formal meetings between management and staff are crucial for creating a positive work environment (Sveriges, 2005).

The quality of each meeting's experience is contingent upon its organization, including factors such as duration, agenda, and local culture. Multi-way communication is highly beneficial for small to medium-sized groups within an organization (Bergman, Dellve, and Skagert, 2016).

Several variables can influence communication smoothness, whether vertically or horizontally, including the number of participants, availability of additional resources to encourage participation, and the meeting environment. Lack of meeting rooms may lead to canceled meetings, emphasizing the importance of appropriate facilities for effective communication (Leach, 2009). Overall, thoughtful planning and consideration of these factors contribute to successful communication processes during meetings.

Communication Within the Workplace

This paper presents a study that investigates the relationship between customer service personnel and their supervisors, aiming to identify potential communication gaps or barriers. The study

involved 111 customer service workers and their supervisors, with varying tenures ranging from less than a year to sixteen years. However, only 97 out of the 111 surveys were successfully completed (Mallett-Hamer, 2005).

Key results from the study include:

Employee Tenure: The majority of participants had been employed in the organization for 2 to 5 years, with the smallest proportion having tenures of 10 to 16 years.

Satisfaction with Communication: Approximately 50% of participants expressed an indifferent stance regarding their satisfaction with the communication process within the organization. They perceived the information supplied as highly restricted.

Supervisor Communication: The majority of participants assessed their supervisor's communication as excellent and stated that their supervisors consistently notify them of any organizational modifications.

Information Sources: Most participants reported obtaining information through informal channels, such as the grapevine, rather than official communication channels like company emails or direct communication with their supervisors.

Organization-Wide vs. Division-Specific Concerns: The comprehensive poll did not align with rumors circulating within the organization. While the organization as a whole does not appear to have a communication problem, there are specific communication concerns with certain supervisors in different divisions within the organization (Mallett-Hamer, 2005).

These findings highlight the complex nature of communication within the organization, indicating both strengths and potential areas for improvement, especially in certain supervisor-subordinate relationships.

5. Conclusion

The passage highlights the critical importance of effective communication in the organizational context. Here are the key points:

Client Satisfaction: There is a clear correlation between client activity, contemplation, and post-purchase satisfaction. Client satisfaction is crucial for the organization to avoid challenges and problems (Cooper, 2013).

Client Surveys: Obtaining client surveys is paramount for the organization to gather feedback and enhance skills.

Bilateral Communication: Efficient bilateral communication, both in group settings and on an individual level, is emphasized as it fosters employee contentment and enhances job satisfaction. This, in turn, leads to increased satisfaction and happiness for managers.

Management's Role: The disposition and commitment of management in cultivating a favorable work atmosphere and employee contentment influence office culture. Effective communication between team leaders and employees is crucial for positive mindset and overall success (Herzberg, 1987).

Geographical Placement and Group Size: The geographical placement and size of the group are considered significant factors in communication effectiveness.

Impact of Communication Deficiency: Research indicates that a deficiency in communication within a corporation can lead to decreased production, diminished morale, and the emergence of other significant workplace issues.

Contrast with Previous Discussions: Survey results were noted to be opposite to what had been

heard in previous discussions, emphasizing the importance of empirical data over anecdotal information.

Decision-Making: Decisions are crucial for all firms, and both employers and employees play a role in improving them. Effective communication skills of team leaders are highlighted as crucial for the growth of work.

Communication Methods: Individuals employ various methods, such as face-to-face interactions or utilizing social applications, to facilitate communication.

Impact on Company Growth: A pessimistic disposition and consistently erroneous choices can hinder the company's efforts to improve and grow, emphasizing the role of communication in decision-making and organizational success.

Research Limitations

Time Constraints: The group faced time limitations and had limited chances for additional studies and surveys.

Data Analysis Techniques: The study relied on secondary analysis rather than primary research, limiting the depth of analysis.

Data Type: Second-hand data was used, limiting generalizability to all categories of organizations.

Funding Limitations: Financial constraints as university students limited access to sophisticated statistical tools.

No Statistical Software Usage: Lack of resources prevented the use of statistical tools like SPSS, SmartPLS, or NVIVO.

Sample Size: The sample size was limited, and some respondents did not provide information on potential influencing factors.

Limited Scope: The study focused exclusively on one department, limiting generalizability and comparability.

Communication and Workplace Meetings:

Observation Strategy: The study utilized a semi-structured observation strategy to examine communication in meetings.

Multidirectional Communication: Meetings involved interactive and multidirectional exchanges of dialogue, discussions, and debates.

Single Observer Limitation: The use of a single observer was acknowledged as a limitation, suggesting the potential benefit of multiple observers.

Lack of Interviews: The study lacked interviews with both managers and employees, limiting perspectives on the communication process.

Personal Workplace Relationships:

Definition and Characteristics: Personal workplace relationships involve voluntary, informal, and mutual connections between individuals within the same organization. They encompass both professional and personal aspects.

Research Overview: The review provided an overview of research on colleagues, friendships, and romantic relationships in the workplace.

Impact of Managers and Communication:

Managerial Influence: Managers play a crucial role in fostering a favorable work atmosphere and

employee contentment.

Promotion Recognition: The promotion of a supervisor to a managerial role should be accompanied by recognition, authority, and status.

Suggestions for Improvement:

Elimination of Neutral Responses: Future surveys could eliminate neutral response options to encourage more definitive responses.

Communication Tactics: Supervisors can employ communication tactics to enhance internal communication within the organization.

Questioning for Comprehension: Leaders should inquire about topics to gauge the comprehension level of individuals during conversations.

Information Dissemination: Supervisors are encouraged to disseminate information to staff whenever feasible, possibly through weekly or biweekly meetings.

Scheduled Interaction: Effective communication with colleagues requires designated time frames for interaction, including frequent meetings to ensure high standards of teamwork.

Overall Impact of Communication:

Relationship Building: Effective interpersonal communication is essential for relationship building within the workplace.

Decision-Making: Effective communication is crucial for decision-making, and both employers and employees play a role in improving decisions.

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