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The role of organizational communication in structuring interpersonal relationships

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Abstract

The efficient workplace communication gains increased importance in the success or failure of an organization, regardless of the specifics of the conducted activities. This study aims to highlight the influence that communication exerts on the structuring of interpersonal relationships. The study was carried out in a banking organization, with the main objective of identifying the possible influence of communication on the importance given to interpersonal relationships by those who worked in a front-office department and by those who worked in a back-office department. The obtained results lead us to propose the organization of an improving intervention plan for situations characterized by pronounced dysfunctions.

Keywords: organizational communication, interpersonal relationships, banking organization, front-office department, back-office department

1. Introduction

Organizational communication has been increasingly studied due to the multiple fulfilled roles, which are highlighted by different authors. Thus, some consider it the most important link of the organizational chain because the organization's strength or weakness depends on its strength or weakness (Zlate, 2008). Others claim that the way in which an organization conceives or manages its communication says more about its culture than any other process element (Sanchez, Heene, 2007). The author refers to planning, budget, communication policies and involved personnel. Seitel (2004) cites a Fortune Magazine report in which it is shown that the 200 most

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admired companies spent more than half of their communication budgets on internal communication. This was three times more than the 200 least admired companies spent. Colvin (2006), cited by Barling, Cooper (2008), states that the best 100 companies share the belief according to which efficient two-way communication underlies the employees' motivation and the organizational success.

Organizational communication continues to evolve in this dynamic world characterized by the explosion of new technologies, by an intense competition on a global level and by sudden changes in every area. According to some authors, internal communication becomes an essential aspect of organizational changes. It is actually the key variable in all the efforts involving change and in all initiatives involving diversity and motivation (Harris, Nelson, 2008). According to others, organizational communication takes on the role of the most important driving force of business performance (Gay, Mahoney & Graves, 2005). As M. Zlate (2008) emphasized, there has almost never been a single thinker that did not refer, in one way or another, to the role of organizational communication, beginning with the classical theories, carrying on with the neoclassical ones and ending with the modern ones.

The results of multiple investigations revealed the fact that an efficient internal communication contributed to the increase of the employees' workplace satisfaction, to their morale, to productivity, to commitment, to trust and to learning. It also improves the communicational climate, the interpersonal relationships and it increases quality and profits.

2. Purpose of study

In this study, we aim to identify the way in which communication influences the importance that employees give to interpersonal relationships, within a banking organization. We want to find out if there are differences regarding the way in which this influence manifests itself at the front-office employees' level, as well as at the back-office employees' level.

3. Research Methods

3.1. Hypothesis

In our research, we aimed to see if the following two hypotheses were validated or not: 1. there is a statistically significant connection between the communication at the employees' level and the importance, which they give to interpersonal relationships; 2. there is a statistically significant difference between the front-office and back-office employees' level of communication.

3.2. Participants

The conducted research had a non-experimental, correlation, qualitative, applicative design because it highlighted the link between the two variables, namely: communication and the importance of interpersonal relationships. In terms of subjects, we turned to a number of 66 employees of a banking organization, aged 23-48. All participants graduated from higher education institutions, 38 of them were females and 28 were males. One of the limits of this research was that the number of males and the number of females taking part in the study were unequal, the number of female participants being greater than the one of the male participants. Moreover, the sample was not homogenous in terms of age.

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