Organisational Communication Occurrences: A Conceptual Dialogue

Nor Shela Saleh[1]*, Mohd Shafie Rosli[2], Riki Rahman[1], Muhaymin Hakim Abdullah[1], Norizan Rameli[1], Nurul Aimi Razali[1], Yuslizar Kamaruddin[1]

[1] Jabatan Sains Sosial, Pusat Pengajian Umum dan Kokurikulum,
   Universiti Tun Hussein Onn Malaysia (UTHM), 86400 Parit Raja, Batu Pahat, Johor, MALAYSIA

[2] Sekolah Pendidikan, Fakulti Sains Sosial dan Kemanusiaan,
   Universiti Teknologi Malaysia (UTM), 81310 Johor bahru, Johor, MALAYSIA

*Corresponding Author: norshela@uthm.edu.my

Abstract

Communication is the social interaction of two or more individuals. Communication has the potential to take place in a variety of contexts, both formally and informally. Formal communication usually occurs in work environments, whereas informal communication is interaction in everyday life. Organisational communication occurs between the top leadership and subordinates. However, it also happens among employees. The significance of organisational communication is to discuss issues, work-related goals, and the long-term goals of an organisation. The discussion needs to incorporate skilled and knowledgeable individuals to reach an all-inclusive and significant selection. Training and learning about communication development have the potential to help cultivate new skills and competencies. It is possible to develop a style of communication that is positive and allows for interaction in a positive environment. Important aspects of communication must include substance as well as contentment. This component plays a crucial role in making sure that communication is part of accurate and beneficial circumstances. As a result, organisations need to ensure that communication is vital and factual in the realm of employee and organisational wellness.

1. Introduction

Communication serves as a catalyst for combining individuals with one another in daily life and at work. Communication has become increasingly important as well as essential in the 21st century because of the increase in a globalised world (Matthew & Tajshen, 2019), whether done unintentionally or intentionally, actively, or passively, and it is even an essential skill of daily life (Alana, 2015). This is due to the simple fact that communication acts as a source of information for culture as well as an engine for the integrity of a power structure (Czarniawska, 2013). Additionally, the field of communication is very beneficial from a few perspectives in the realm of inquiry, particularly communication in the corporate environment (Jennifer et al., 2023), yet Young (2021) and Hai and Francie (2022) defined that, whereas corporate communication is significant, it continues to be less formally leveraged by organisations. Examples of related research on corporate communication encompass John and Matthew's (2013) inquiry, which pointed out that corporate communication plays a crucial role in organisations. This is possible because of the capacity that it must transmit information accurately and precisely when establishing a group of workers with a high level of work quality. The purpose of information transfer in the corporate world, and especially when it comes to business, is for the

benefit of the long-term sustainability of the company. It serves as a source that ensures that knowledge is disseminated in a way that complies with an organisation's objectives, mission, and vision.

Communication generates topics such as expression and details. Whenever it comes to sharing and transferring information, several points of view and ideologies can be hurled at social communication. Communication has been referred to as the process of transferring information from one party to another in accordance with the authority of one organisation (Yolanda & Rachel, 2014), as well as the procedure of transferring information for the purpose of establishing understanding among two or more parties (Minjeong, Ejae, & Sung-Un, 2023), and as maintaining that humans remain because of the existence of communication (Matthew, 2016). Humans require communication to exchange information, exhibit opinions, give and receive instructions, and so on. Since efficient communication is too complicated and hard to achieve, it is dependent on the context of the principles of delivery and acceptance of communicating, especially in today's era of development based on technological communication (Sung-Un, Minjeong, & Heewon, 2015), to prevent mistakes and conflict in communication. Improper communication can have an enormous impact. It not merely restricts connection and information delivery, but it also collapses to recognise the importance of sustainability in the exchange of information and presentation.

Inability to communicate might certainly trigger disagreement as well as reduced employee performance (Consuelo, 2016), but it is also something that can be circumvented collaboratively through communication satisfaction (Harriet, Mark, & Jennifer, 2023). The capacity to disseminate information conveyed is received by the recipient of the information, which impacts communication satisfaction. Individuals conveyed do not make sense and fail to be accepted by the person who is receiving them. Inaccuracies in communication can also occur because of delivery blunders or misunderstandings. It often leads to conflict and inaccurate communication of details. As a result, a written message often suffers from the result of a mistake due to the recipient's mistake in comprehending the information obtained. While reading written content, recipients can make various assumptions based on their perceptions. As a result, the level of detail with which material is written is required to satisfy the necessary standards if it allows for mutually beneficial relationships in the communication connections.

According to Judy (2012), communication management will need to be accomplished carefully and thoroughly to improve communication effectiveness and leadership qualities in an organisation (Augustine et al., 2018). Leaders need to be accessible about the way their bodies channel information. Information must be presented undoubtedly and not unnoticed. Communication has evolved and has come to be used not only to interact with others, but it's also used as an indispensable indicator of the development of competent and high-performing employees in one's career prospects. Employees are bound to feel appreciated if more effective managers preserve relationships with them repeatedly. Employees' perspectives and perceptions must be listened to and embraced to stave off the disclosure of information. For example, investigations into the medical industry pertaining to communication are becoming more prevalent and are frequently conducted both in the country and abroad. Failures in communication, especially among those working in the medical sector, tend to be dangerous and risky in the execution of duties, especially when patients and medical diagnoses are involved. As a result, the management of communication must be effective to ensure that healthy communication is fostered within the organisation.

2. Communication in an Organisation

According to Pauline et al. (2014), communication skills and abilities (Shamala & Shabina, 2018) as well as employee forthrightness when conveying data to each other (Jeffrey et al., 2021) influence the effectiveness of organisational management. In such a way, Barbara, Sarah, and Andrew (2012) pointed out that each member of the staff in the organisation necessitates information to gain insight into the organisation's direction, planning, policy, and information related to their career, notably the development of their work performance. Employees are not required to be enraged to convey their feelings and express their concerns. As a result, deficiencies in the dissemination of information tend to cause the organisation to struggle with problems, deteriorate, and initiate rivalries (Linjuan, 2014), as well as fewer productivity in the workplace (Patricia et al., 2012). If there is a communication restriction, an adversarial relationship is going to get away. This can be referred to as an impediment to communication.

Quality communication needs to be constantly advocated across the organisation. This is partly since efficient communication and hassle-free interaction are essential (Nancy, 2022) because they tend to enhance the quality of organisational management (Larry, 2019), especially when management becomes accessible to communication (Pauline & Aimei, 2017). Organisations must set up a mechanism, either physically or online, for soliciting employee feedback on a yearly, periodic, or monthly basis. Employees who can provide instructive suggestions and points of view should be compensated and appreciated. Indirectly, it affords employees a renewed sense of motivation as they see their contributions acknowledged. Employees' ideas and contributions should be recognised because they are for the people involved in accomplishing the goals and objectives of the organisation.

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The field of communication is of great value compared to multiple points of view in its field of inquiry, especially communication in the corporate world (Margaret & Keahiahi, 2022); nevertheless, Young (2020) cautions that while corporate communication is significant, it is still not as broadly applied in organisations. Related studies on corporate communication consist of Yuping and Claudia's (2015) research, and it also confirms that corporate communication is important in organisations. This is due to its ability to transfer information accurately and precisely, forming a group of workers with high work quality. Corporate communication is frequently codified and implies specific rules and regulations. Plenty of the conversations engaged important people or leaders in the company. Corporate communication is frequently about company-related challenges such as expenditures, guidance, goals, work challenges, and issues that negatively impact work's future potential. It can also be greatly assisted by experts or professionals, as this communication involves dedicated exchanges, especially when it comes to determining the organisation's path.

Julie and Timothy (2009) realised that a sense of transparency encourages participants in the organisation to achieve goals because they perpetually communicate and discuss how to attain them effectively. The study of Loyd et al. (1980) encourages this perspective, which suggests that an attitude of transparency in management encourages the formation of a healthy and dependable organisation. In this regard, effective communication may lead to better work performance (Beckett, 2003), proactiveness (Benecke & Bezuidenhout, 2011), and a responsible attitude in communication management (Brown & Bylund, 2008). Flexibility is essential for jointly engaging all employees. However, there are some things that need to be restricted or prevented from being shared with others. Within them, there are concerns about organisational safety and the confidentiality of financial records and shares. This confidentiality needs to be retained to prevent escape and improper use of positions of authority among employees.

Humans are unable to commune with one another after they communicate (Craig, 1999). Furthermore, D'Aprix (1996) contends that communication is a fundamental component of an organisation's internal and external accomplishments. The reason for this is that communication has become a key component of motivation and work performance (Goldhaber, 1983). He also highlighted that communication is an entity that facilitates individuals' interactions with the conditions of the external globe. Gryphon (2000) supports this statement by declaring that communication is an instrument for a person to effectively carry out his duties towards employees, regardless of whether they are inside or outside the organisation. Instructions will be given and received through communication. Employees are unable to perform what they are supposed to do accurately and in accordance with the established standards if they don't have adequate guidance.

Communication, as described by Hallahan et al. (2007), is at the core of creating organisations, particularly human resource development (Itzhaky, 2001) and the growth of an organisation (Hicks, 1995). Communication is extremely important in an organisation (Johnson, 1993) and has a correlation with coordination (Matthew & Taishen, 2019) towards top managers and subordinates who are interrelated in achieving a product or the effective and efficient implementation of tasks (Czarniawska, 2013). In this regard, Young (2021) declared that a manager in an organisation is responsible for implementing transformations and changes while maintaining a communication system, and that an inability to communicate may ultimately result in organisational achievements remaining unachieved and malfunctioning (John & Matthew, 2013). Therefore, if it is to fulfil the essential conditions for the achievement of the objectives of communication in an organisation, it must consist of the following three essential elements: connection, adequacy, and reasonableness (Minjeong et al., 2023).

According to Sung-Un, Minjeong, and Heewon (2015), communication in organisations is multidimensional, especially in terms of information exchange and employee understanding (Harriet, Mark, & Jennifer, 2023). Humans will continue to survive solely in the absence of communication activities (Augustine et al., 2018). A successful organisation employs an enormous number of citizens. Shamala and Shabina (2018) believe that communication is interconnected with several other processes, such as managing, creating, and planning, as well as organising the work of an organisation to ensure corporate excellence. The reason for this is that, according to a study done by Barbara, Sarah, and Andrew (2012), communication is required 80 percent of the time in organisational management. In a comparable manner, Patricia et al. (2012) believes that approximately 45 percent of time is dedicated to attentiveness. In a comparable manner, Patricia et al. (2012) argue that 45 percent of time is spent being attentive, 30 percent engaging, 16 percent consuming literature, and just 9 percent content.

According to Pauline and Aimei (2017), 70 percent of work-related activities pertain to communication, with 9 percent of a person's time spent writing, 16 percent reading, 30 percent speaking, and 45 percent observing. This perspective is quite like that of Young (2020), who indicates that people who work in organisations dedicate 15-20 percent of their time in the workplace to obligations that pertain to information gathering, supervision, and dissemination. Additionally, studies from quite a few years ago endorse the idea that communication is the primary and most significant component of organisations; that is, Julie and Timothy (2009), Beckett (2003), and Brown and Bylund (2008) have the belief that the second-most common evidence for problems in inability occupation is the absence of communication, which decreases productivity in the organisation (D'Aprix, 1996).

3. Competence of Communication

According to Goldhaber (1983), the concept of communication is derived from the English word 'communication'. The verb "communicate" for communication is derived from the Latin word communicate, and it means to bring together or establish parallels. However, the term "communication" has a very broad meaning. Hallahan et al. (2007) further demonstrated that the concept of communication is derived from a Latin word that is used to describe a team of individuals residing together.

Communication is a frequently employed term for the purposes of interaction and dissemination, explanation, information, and the message. Sillars (1988) identifies communication as "a process of transmission, substitution of information or reception, thoughts, or ideas that are expressed in writing or conversation to explain a point more clearly." Communication, as a result, is a symbolic activity because individuals comprehend the meaning conveyed by the sender (Itzhaky, 2001). Furthermore, Johnson (1993) defines communication as both the verbal and nonverbal transmission of information across two people. Hicks (1995) defines communication as the process of approving statements within two people by using their brains. Gryphon (2000) defined communication as the transmission of correspondence, while Maslinda and Karim (2015) stated communication as a two-party attachment.

The transmission and conveyance of knowledge from the person who transmits it to the receiver so that the information can be fully comprehended by the receiver is one of the definitions stated in communication abilities (Nor Shafarin, Fadzilah, & Rahimi, 2009). Furthermore, Badrohisam (2011) outlined communication as an unambiguous interaction that involves imparting information while interacting. According to Azizi et al. (2010), communication is a process of transmitting knowledge and information through the application of representations, whether employing words (verbal) or nonverbal gestures performed by the recipient. Similarly, one's body language is a great way to communicate as well. Humans can pick up and transmit messages without communicating. This is since a person's facial expressions and body language are capable of conveying messages when delivering information and data.

Employees are required to have well-developed interpersonal skills to accurately fulfil consumers by being a voracious listener (Bharati, 2016), empathetic towards patients (Kim et al., 2004), and having a voice that is unmistakably theirs (Daly & Stafford, 2008). Real-world proof that effective verbal and written communication increases organisational productivity has been authenticated and confirmed (Feng & Burleson, 2008). Employee communication competence tends to be enhanced in the context of the study (Hallahan et al., 2007). In accordance, exchanges may be beneficial in the deliberation of work-related issues. It is also well-suited to locating ways to deal with challenges that may arrive.

Various points of view and ideologies have been hurled at social communication in expressing the exchange of information. Communication has been defined as the process of transferring information from one entity to another based on the authority of one organisation (Junjie et al., 2020), as well as the process of transferring information for the purpose of achieving understanding among several entities (Hassal et al., 2013) and ensuring that humans exist because of what they do. Manjet 2021). Since effective communication is too complicated and hard to achieve, it is dependent on factors such as how to practice the ethics of delivery and acceptance when collaborating, particularly in the present stage of development based on technological communication (Koponen, Eeva, & Pekka, 2010), to avoid errors and initiate rivalries in communication.

4. Communication Style

According to Locke et al. (2009), two types of communication are commonly employed in organisations: verbal and written communication. Telephone conversations, face-to-face meetings, group discussions, and interactions are instances of verbal communication. Memos, which are instruction manuals, notes, reports, and letters, are typical forms of written communication. Beyond the preferred method of communication, there are three types of communication directions: vertical communication, bottom-up communication, and horizontal communication. There is also formal and informal communication in an organisation. It can indirectly improve employee communication satisfaction.

According to McCroskey (2009), there are four dimensions to communication satisfaction: job satisfaction, channel-related efficiency, information content or message, and ways to enhance communication. It may be an additional way to facilitate better communication with the management team. According to Vos (2009), strong liaisons among employees and top managers have the potential to boost employee performance at work. Lander and Saunders (2023) indicate that high-ranking managers' desire to communicate information with employees has the potential to boost satisfaction, and Elisabeth and Charlotta (2018) recognise that two-way communication within employees and top managers has the potential to enhance work quality and assure organisational productivity gains. However, conversing face-to-face has the potential to be more profitable, as J. Brian and Patrice (2020) realise, and this belief coincides with Dawna and David (2006), who agree that face-to-face communication delivers an array of opportunities for the exchange of perspectives as well as receiving suggestions from the two participants who have been communicating with one another.

The evolution of digital means of communication, which include voicemail (voice via email) and instant messaging (e-mail), has had an impact on communication as well (Barbara, Sarah, & Andrew, 2012). Regardless of the various communication methods used, Stephen (2003) indicated that message accuracy is extremely important. In the present study, trainee doctors utilised a broad spectrum of communication styles. However, Isa et al. (2017) reveal that trainee doctors incorporate verbal and nonverbal communication. This is because employees in verbal communication are going to use face-to-face interactions (Barbara, Donna, & Hazel, 2010), yet employees in nonverbal communication will implement the written word to record work information (Jake & Travis, 2020).

5. Communication Environment

Yet to form an organisation with a solid and sustainable communication quality, an appropriate and evolving organisational environment must be fostered (Alana, 2015). Scholars like Jennifer et al. (2023) concurred that a conducive environment can give conception to a high-status organisation owing to the consistency and smoothness of employee communication. According to the findings of this study, the environment has a substantial influence on the communication competence of employees in an organisation. This was fostered by the empirical study of Hai and Francis (2022). An adverse environment, such as the working conditions of coworkers that do not cooperate whenever acquiring news (Yolandi & Rachel, 2014), the problem of leaders or supervisors that do not cooperate and lack respect for their subordinates (Minjeong, Young, & Sung-Un, 2023), or the attitude of some supervisors and managers that do not want to provide instructions (Sung-Un, Minjeong, & Heewon, 2015), triggers communication in the workplace to be imprisoned and awkward.

The environment has the potential to make a difference in stress in the work environment if communication lacks the ability to accomplish desired social outcomes (Harriet, Mark, & Jennifer, 2023). This arises commonly in the supply-chain sector if customers lack the ability to access the information they seek (Augustine et al., 2018). Communication competence is supposed to be nurtured through training, learning, and practice for conviction to develop over an extended period. According to Shamala and Shabina (2018), the organisation will need to be reactive to ensuring that communication training continues to improve, especially when it comes to supplying an element in an environment that promotes collaboration among employees in the health sector (Linjuan, 2014). Organisations that rely on employees to interact with each other, in particular, ought to refer employees to communication-enhancing programmes. It can boost the efficiency of work as well as foster an optimistic impression of the organisation in the long term.

6. Communication Content

The vital role of effective interpersonal communication among employees continues to be equated with the centrality of content in communicating. In some cases, the content of communication may be most discernible at meetings, information or briefings, and corporate exchanges. This is important since Larry (2019) stated that superior employees are responsible for informing employees about taking decisions and inquiries (Pauline & Aimei, 2017) to assess desires in accordance with the organisation's mission and vision (Young, 2020). Employees informally have a sense of importance and are utilised in the organisation instead of simply being viewers (Julie & Timothy, 2009). Communication content is required to be congruent with the needs of the job (Loyd et al., 1980) as well as reach the requirements for the highest standard standards for employment in communication (Pauline & Aimei, 2017).

In line with Matthew and Taishen (2019), each of the components of a job's responsibilities and prerequisites will need to be comprehensive in accordance with the established procedures. For example, written information must be succinctly structured so that it can be compiled into an all-inclusive document that employees are able to use as a source of information. The material that is expressed verbally is required to be in sync with the content of the work documentation. In the long term, this fosters coherence and circumvents perplexity. Some of the primary requirements that need to be followed among the most efficient methods of creating communication content include the availability of materials, information that is contained in documents, material information representation assistance, information delivery or authors, the language executed, and the intended recipient of information (Jennifer et al., 2023). To stop the disclosure of information, all aspects will need to be reviewed and recognised.

7. Communication Satisfaction

Based on Margaret and Keahiahi (2022), communication satisfaction is the sense of fulfilment an employee possesses whenever the communication satisfies their expectations and empowers them to accomplish their communication's targets. The information provided must be accurate and currently available. Communication may be restricted if an incorrect moment is chosen. Improper timing tends to render the information ineffective. If there's an incident in the workplace, for instance, organisations have to offer details regarding safety concerns. Obstacles to providing information might contribute to injuries and jeopardise people's lives. Therefore,

information needs to be produced at the right moment to be worthwhile and enjoyable to convey. This will begin to have an impact. If the person communicating is pleased, satisfaction with communication can be gained (Yuping & Claudia, 2015).

In the medical profession, a prime instance of communication satisfaction arises when the doctor can satisfy the needs of the client throughout the examination (Beckett, 2003) while minimising the issue of misunderstandings during communication (Craig, 1999). The doctor will arrive at a diagnosis to learn about the patient's history and collect information on follow-up treatment facilities. When the patient fails to collaborate or obscures information, treatment will be challenging and awkward. Since the patient refuses to cooperate, the level of communication satisfaction among doctors is constrained. Therefore, failing to communicate may not only trigger disagreements but additionally decrease worker efficiency (Goldhaber, 1983), whereas conflict in communication is able to be circumvented collaboratively through satisfactory communication (Hallahan et al., 2007). According to Johnson (1993), communication management needs to be performed meticulously and thoroughly to enhance the efficacy of communication and the qualities of leadership in an organisation (Maslida & Karim, 2015).

8. Conclusion

Communication in organisations has been regarded as of the utmost significance since the 1960s, since everyone in the workforce necessitates effectiveness in communication and interaction to succeed in their careers and become competent (Jennifer et al., 2023). The primary skill that employees must develop is communication. Conversation is also significant during the initial recruitment procedure. This occurs during the interview process if prospective employees are presented with a variety of questions and their opinions are solicited. The interview panel will evaluate the individual's confidence and ability to provide perspective to ensure that the individual selected is competent and trustworthy. Furthermore, communication is an extremely prevalent and significant activity in strengthening the performance of an organisation (Yolandi & Rachel, 2014). It requires strong communication skills to acquire the confidence of investors or ensure a project through presentations. The ability to present the potential of the company and the company's ability provide the foundation for investors' trust in determining the organisation's independence for executing an envisioned project. Communication assurance requires accurate information and facts. The level of knowledge and skills proceed together in the moment in developing a significant communication personality and the ability to gain the trust of customers and shareholders. The absence of communication establishes doubt and a lack of confidence in the other party. As a result, a competent leader must guarantee effective communication and comprehend the methods used for employees to interact properly. Interactions between individuals are additionally connected and maintained in communication to enhance the quality of relationships, particularly future communication (Consuelo, 2016). In this respect, communication gaps should be circumvented to conquer effective communication challenges (Dawna & David, 2006).

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Conflict of Interest

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