

# On the Role of Interpersonal Communications in Human Resources Management in Modern Companies

Polina E. Parakhina <sup>1</sup>[ORCID 0000-0002-4071-5831],  
Sergey A. Bannikov <sup>2\*</sup>[ORCID 0000-0002-6418-0034]

<sup>1</sup> *Moscow State Institute of International Relations (MGIMO University), Moscow, Russia*

<sup>2</sup> *Financial University under the Government of the Russian Federation, Moscow, Russia*  
sabann@bk.ru

## ABSTRACT

The importance of the study of interpersonal intra-corporate communications is due to the fact that the productivity and motivation of a person's labor activity depends on his attitude to this activity itself, as well as to the management and the team in which he works. Therefore, the formation and improvement of the system of intra-corporate communications, the correct use of interpersonal communication tools in the activities of personnel management of a modern company make it possible to achieve high efficiency from employees and contribute to building a strong HR brand. The paper considers the influence of interpersonal communications on the company's personnel management system. A study was made of the interpersonal communication skills that company leaders should have in order to ensure a positive emotional background in the team, increase the commitment and loyalty of the company's employees. The elements, styles and principles of interpersonal communication in the business environment are revealed. The article emphasizes that the skills of competent interpersonal communications are very valuable in modern companies, since they allow building a full-fledged intra-corporate communication and thereby increasing the efficiency of the company. It is noted that strong interpersonal skills, the use of various styles and techniques, are especially important for small business owners.

**Keywords:** *interpersonal communications in management, intracorporate communications, psychology of management, effectiveness of interpersonal communication, personnel management*

## 1. INTRODUCTION

More recently, companies have relied on the technical knowledge, skills and abilities of their employees to achieve corporate success. In modern conditions of digitalization of society and the economy in general, and workplaces in particular, the communication skills of employees are becoming a decisive factor in the success of a business. This is due to the fact that the functioning of the company includes both the management of its human resources and the solution of various investment, operational, financial, tactical and strategic tasks. They require competent interaction of employees with investors, suppliers, consumers and other interested parties, which is determined with the effectiveness of communication on various levels, including interpersonal intracorporate [1].

The emotional atmosphere in the company's team affects the results and efficiency of its activities. That is why top management is faced with the task of creating trusting and at the same time business relationships. At the same time, such relationships must be built both within the team and with each subordinate personally, taking into account his individual characteristics. The communicator's acknowledgment of each other's uniqueness and the form of messages that exhibit that perception is the base of interpersonal communication [2].

Communication is a necessary and continuous process in the company's management system. The existence of the company depends on such managerial decisions and manifestations as one-man command, delegation of authority, authority and

responsibility, teamwork and leadership, each of which entails a strong support for interpersonal communication. Communication demands audience targeting, determining what distinguishes the audience on an individual level, and serving their communication expectations best [3].

Considering the fact that in modern management the issues of building a system of intracorporate communications and its use in personnel management processes are poorly studied, the study of the influence of internal communications on the personnel management system is especially relevant [4].

## 2. MATERIALS AND METHODS

The aim of the study is to determine the role of interpersonal communications in the personnel management system of a modern company. A study was made of the interpersonal communication skills that company leaders should have in order to ensure a positive emotional background in the team, increase the commitment and loyalty of the company's employees. The elements, styles and principles of interpersonal communication in the business environment are revealed.

The methodological basis of the study was the use of the following methods of scientific knowledge: theoretical, general logical (generalization and analogy), empirical (comparison, description).

## 3. RESULTS

Usually managerial functions are divided into the following categories: planning, organizing, coordinating, stimulating, controlling; and, although managers may play different roles, each of them requires effective communication with staff [5]. By finding ways to improve communication, it is possible to create not only more productive and satisfying work communication, but also more engaged and motivated employees.

Interpersonal communication is an interactive process that occurs between people as they exchange and create messages, collaboratively and interdependently, through an interwoven combination of verbal and nonverbal behavior [6].

To date, the following types of internal communications are distinguished:

- 1) horizontal – communications of persons equal in position;

- 2) vertical – communication between managers and subordinates:

- ascending – communications going from the employee to the manager ("notification" of managers about the actions of performers);
- descending – communications going from the manager to the employee (informing employees about management decisions, orders, instructions).

J. Manning defines interpersonal communication as communication having the following characteristics [7]:

- “from one person to another”;
- “face to face”;
- the form and content of the message reflect the personal characteristics of people, as well as their social roles and relationships.

Interpersonal communication includes the following aspects: non-verbal communication, reinforcement, questions, reflection, opening and closing, explanation, listening and self-disclosure. Although interpersonal communication can include oral, written and non-verbal forms of communication, the term mainly refers to verbal communication that takes place between two or more people in person [8].

The main elements of interpersonal communication in the company are [9]:

- 1) Communicators: the sender is the person who sends the message, and the recipient is the person who receives the message. Today, psychologists have proven that interpersonal communications are complex, two-way processes when people send and receive messages in any interaction.
- 2) A message is, at its core, an idea conveyed through speech, facial expressions, body language, tone of voice, gestures, and other verbal and non-verbal means. Non-verbal means can carry additional information, such as a person's attitudes and interests. In particular, they can reveal more about the emotional relationships that underlie the content of the speech.
- 3) Noise is any kind of distortion of a message while it is being sent. Noise causes differences in what is received from what is sent. Elements of noise such as the use of confusing jargon, inappropriate body

language, casualness, and cultural imbalances can be seen as interference in the context of interpersonal communication.

- 4) Feedback. The various types of feedback range from direct verbal statements to facial expressions or changes in posture, which may indicate that the recipient is uncomfortable with a particular message. Response and feedback allows the sender to adjust, acclimate, or reformulate their message to facilitate interpersonal communication.
- 5) Background. Any communication is influenced with the background in which it occurs. However, in addition to considering where the interaction occurs, i.e. situational background (room, office, etc.), it is necessary to indicate the social origin, i.e. roles, responsibilities and rank of participants.
- 6) Communication channels are the means chosen for the transmission of a message from the sender to the recipient. Direct channels are those channels that are obvious and can be easily recognized by the recipient. They are also under the direct control of the sender. This category includes verbal and non-verbal communication channels. Verbal communication channels are those that use words, such as written communication or spoken language. Non-verbal communication channels are such means as certain overt facial expressions, controlled movements, etc. Indirect channels are those channels that are recognized spontaneously and unintentionally by the recipient and are not under the direct control of the sender. They include kinesics, or body language, reflecting inner emotions and motivations (at the subconscious level), rather than an actual opinion on the delivered message [5].

Some of the types of interpersonal communication that are commonly used in business include: staff meetings, formal project discussions, employee performance reviews, and informal conversations. Interpersonal communication with people outside the business can take many forms, including: client meetings, interviews, or personal visits. Non-verbal communication is also essential in interpersonal communication. Emotions are especially important in non-verbal communication because they have more meaning than the actual response. The word has a common meaning for everyone, but each emotion on the face has its own

meaning and message, and each recipient perceives the message in a different way. The reason for using these non-verbal means in interpersonal communication is that they provide the basic meaning of the messages a person wants to send and, at the same time, control the conversation.

Interpersonal communication in a company can be used to [5]:

- providing or collecting information;
- influence on the attitude and behavior of employees;
- dating and maintaining work and personal relationships;
- expressing opinions, wishes, as well as understanding the desire of interlocutors;
- expressions of emotions;
- making management decisions and resolving conflicts.

Properly built interpersonal communication in a company is able to support such processes as work and personal relationships, consulting, conflict management, personnel management, etc. Interpersonal communication can be divided into one-way and two-way. One-way communication occurs when the sender transmits information in the form of a personal referral without expecting feedback. For example, a manager may stop briefly at an employee's desk to brief them on a particular project to be completed the next day. One-way communication is faster and easier for the sender – because he does not have to deal with possible questions or disagreements from the recipient. In contrast, two-way communication involves the productive exchange of information between two or more participants. For example, a manager may convene the company's staff to set deadlines for a series of projects, solve problems, reward employees, and so on.

Apart from this, interpersonal communication can also be categorized with communication style. T.S. Bateman and C.P. Coautor Zeithmal identified five key interpersonal communication styles used in business environments [10]:

- management style;
- egalitarian style;
- structured style;
- dynamic style;
- output and removal style.

Leadership style is a form of one-way communication that is used to guide others and get their agreement. Managers who use this style usually don't want feedback, and they tend to use force and even manipulation to reinforce their message. While a management style can be effective if used consistently, especially during times of crisis, it can discourage employees from engaging with management and striving to improve the company's operations.

In contrast, egalitarian style is a form of two-way communication that involves the exchange of information instead of directing behavior. It is used to encourage others to express their ideas and opinions in order to achieve mutual understanding. In most situations – especially when cooperation is needed – it is more effective than a managerial style.

A structured style of interpersonal communication is used to establish company norms and cultural values. Managers using this style will refer to the company, its standards or rules. While a structuring style may be necessary to inform others about purpose or procedures, when complex tasks are to be performed by a group, it must be balanced with an egalitarian style.

A dynamic style is an energetic approach that uses inspiring requests to spur employees into action. This style can be effective in crisis situations, but it is usually ineffective when the recipients lack the knowledge or experience to take the necessary action.

The output and removal style is more like a lack of communication. Leaders using this style try not to use their influence. This style is highly ineffective as it can indicate disinterest or unwillingness to participate in interactions with employees.

In any case, it should be noted that good listening skills can be vital in finding a solution. Listening involves showing interest in the speaker, focusing on the message, and formulating questions to ensure understanding. When used correctly, listening and reflecting the message can allow managers to view issues from the perspective of their employees.

Interpersonal communication differs from the formation of direct business interaction in business processes, since, at its core, interpersonal communication is similar to a casual conversation between friends, family. Informal language, incorrect grammar and slang are readily accepted in interpersonal communication. On the contrary, business communication is used to convey or collect information. This is usually done in memos, emails,

letters, meetings, or teleconferences. Interpersonal communication involves the soft resolution of controversial issues, strengthening the interaction and cohesion of employees.

#### **4. DISCUSSION**

By continuing to communicate effectively with employees, managers are able to achieve a more productive and enjoyable work environment precisely through the implementation of the principles of interpersonal communication. This is possible with a combination of the following recommendations:

- 1) Regularity of communication. The manager can hold regular staff meetings in an informal setting, use social networks and alerts by e-mail and other instant messengers. For example, taking routine communications such as sales data and supplementing them with informal company news helps employees feel involved in the company as a whole and understand how their roles align with the company's mission. Note that communication should be regular, but not tiresome.
- 2) Feedback request. It is necessary to find ways to get feedback from employees. This facilitates two-way communication and lets employees know that their ideas matter. Managers, in turn, get new ideas and also get insight into the work of employees. For example, while one employee may respond to incoming complaints in accordance with company policy, another employee may actually find a solution to the problem that caused the complaints. The feedback system guarantees the receipt and implementation of valuable suggestions from employees.
- 3) Listening is as much a communication skill as speaking or writing. The higher the manager's reputation as a good listener, the more comfortable it will be for his employees to communicate with him. Without this communication, leaders may not be aware of emerging issues until they become more difficult or costly to resolve.
- 4) Formation of an example to employees. Employees need to know that their leaders are trustworthy. Management can gain trust by promising only what they can deliver and admitting their mistakes. Employees should be given credit for their contributions and they should never be ridiculed for their ideas,

especially in front of others. Managers also need to be mindful of their communication style, including non-verbal cues.

Strong interpersonal skills, using a variety of styles and techniques, are especially important for small business owners who need to supervise the work of others.

## 5. CONCLUSION

Interpersonal communication is crucial for the communication of employees of different levels in the company, as it improves the quality of labor relations. Managing a company without interaction and communication would be difficult. On the contrary, close communications and interaction increase the loyalty and involvement of employees and, accordingly, the efficiency of the company. Thus, effective interpersonal communication is one of the most important skills that a company leader needs to master.

## AUTHORS' CONTRIBUTIONS

The authors made an equal contribution to the study: collection and analysis of material; definition of goals and objectives, research methods; formulation and scientific substantiation of conclusions, registration of key research results in the form of an article.

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