

Business communication and emotional intelligence: Two sides of the same coin



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Adilson Vagner de Oliveira

Professor of Business Communication at IFMT - Advanced Campus Tangará da Serra. PhD in Political Science, Federal Institute of Mato Grosso

Ana Paula Duarte Costa

Junior Scientific Initiation Fellow
Federal Institute of Mato Grosso

Bruno Esquer Ribeiro

Junior Scientific Initiation Fellow
Federal Institute of Mato Grosso

Josenilda Maria da Silva

Undergraduate student in Human Resources Management
Federal Institute of Mato Grosso

ABSTRACT

This article aims to investigate the mechanisms of business communication and its relations with the

principles of emotional intelligence in the workplace. The survey was conducted in the municipality of Tangará da Serra-MT between the years 2022 and 2023, with a total of 724 workers from local commerce and service companies. In methodological terms, the investigation is characterized by a quantitative approach based on random collection of statistical data, with explanatory objectives regarding the phenomenon of communication in the professional environment. The results indicate the importance of developing the socio-emotional competencies present in the concept of emotional intelligence, focusing on the dynamics of business communication in order to allow the creation of healthy environments of interaction and cooperation. In addition, the research reinforces the evidence that most communication problems are related to the lack of emotional control of employees and their managers.

Keywords: Communication, Emotional Intelligence, Work, Management.

1 INTRODUCTION

How is success in the quality of business communication related to the pillars of emotional intelligence? In order to seek to answer this research question, this work aims to investigate the current conditions of communication in organizations focusing on the fundamental elements of emotional intelligence, such as understanding a process that cannot occur separately.

The daily life of companies involves multiple interpersonal relationships, behavioral differences, commands of tasks and functions, cooperation, in which some moments of dysfunction can become frequent or sporadic depending on the knowledge of employees and their managers have the dynamics that sustain business communication (CODA, 2016; MATOS, 2009). It is about information and learning that contribute to the development of healthy relationships and more effective interactions in the workplace.



Initially, the work makes a conceptual discussion of business communication, followed by the current conceptions of characterization of emotional intelligence and its effects on the process of communicative interaction in the professional space of commerce.

2 BUSINESS COMMUNICATION AND EMOTIONAL INTELLIGENCE: THE HALLMARKS OF EFFICIENT MANAGEMENT

Thinking about business management tools and interpersonal relationships in the workplace has become a fundamental practice for organizational studies and management planning, because establishing personal development strategies and the retention of talents in the different sectors of a company has become increasingly challenging, since the new generations of professionals perceive the value of work from critical perspectives, volatile and innovative.

Therefore, understanding the dynamics of interactions at work can provide important data to seek functional alternatives in the correction of communication failures between internal and external audiences, in addition to allowing concrete actions in the management of latent or manifest conflicts. Given this, it becomes valid to conceive the tools for an efficient management from two spheres of knowledge that must be understood as inseparable, business communication can only work systematically if individuals develop socio-emotional skills that allow recognizing the limitations and personal potentialities, hence the presence of the discussion about emotional intelligence and its applications in daily work.

In this sense, it becomes increasingly evident that communication goes through all interaction processes within organizations (OLIVEIRA *et al.*, 2022). This produces an investigative scenario of enormous importance precisely because of the fact that usually investments, training and diagnoses are usually made with a focus on administrative elements linked only to the financial resources of companies, leaving aside the great potential that communication mechanisms exert on the human resource of the organization.

For Ferreira and Malheiros (2016), business communication is a strategic tool to effect interpersonal relationships at work. Communication is present in all spheres of our daily lives, whether at home, at work or even in schools. In relation to management, communication is the main form of interaction in an organization, indispensable to achieve harmony and cohesion among employees.

Communication is an activity that is always in progress, developing in a certain period of time, a continuous process of feedback, action and correction. With the passage of time, the means of communicating have evolved rapidly in the last century, today the creation of *smartphones* has revolutionized the way of communicating. Communication evolves when there is a need for its expansion, as long as this need exists, communication will always undergo changes (FERREIRA; MALHEIROS, 2016).



However, the technological resources of communication do not replace some fundamental elements for the development and ascension of a professional, the quality of their relationships and the communicative skills directly linked to the dimensions of emotional intelligence are able to give rise to outstanding leaders in the different sectors of a public or private organization.

One of the main tools that today's companies use is communication, through which companies produce, negotiate and improve their conduct. For Ferreira and Malheiros (2016), business communication covers a series of actions, activities and strategies that aim to reinforce the image of a company or institution with its audience. Thus, we can use it, not only to communicate between the people of a company, but to use it as a marketing tool and identity building of the organization. However, care must be taken with what will be propagated, in order not to tarnish the image of the company, and this requires a constant reflection on the quality of the internal communication of an organization, because bad reflections of the dynamics of internal interaction can spill over into the institutional image, producing unwanted results for any manager or entrepreneur.

Over time, the dynamics of work and society have demanded from people knowledge and skills that go beyond the limits of the technique itself, as a basic requirement of professional knowledge. In other words, the acquisition and development of emotional and behavioral skills have become the new challenges of the twenty-first century for managers and managers of postmodern companies.

In this perspective, emotional intelligence can be understood as a set of socio-emotional characteristics and competencies used to exercise empathy, recognize one's own emotions and those of other individuals. It also refers to the ability to motivate oneself and stay focused on individual goals, as well as being associated with the control of emotions, impulses and the strengthening of self-confidence. With this it is possible to perceive a better performance of the companies, obtaining greater results in the organization and a greater communicability (GOLEMAN, 2012).

These are competencies that make up a professional of excellent performance in the workplace, because an individual able to recognize their own emotions and also interpret the emotions of their colleagues or subordinates can facilitate interaction at work and avoid unnecessary wear and tear in interpersonal relationships. Just as a professional able to constantly create reasons to motivate himself can mirror the other reasons to cooperate mutually.

According to Goleman (2012), the development of emotional intelligence since childhood allows the emergence of socio-emotional subjectivities in individuals who can practice healthy behaviors for the family and professional environment, since the characteristics that make up the personality of efficient managers reflect elements of confidence and self-awareness, resulting in better occupational behavior and an improvement in academic and professional performance, By developing personal capabilities for the future, therefore, dynamism in the work area has shown better results.



Table 1 - Components of Emotional Intelligence

Components	Definition
1. Self-knowledge	Ability to recognize your emotions and the effects on others
2. Self-control	Ability to control harmful impulses and judgments
3. Motivation	Willingness to pursue goals with energy and commitment
4. Empathy	Ability to understand the emotional structure of others
5. Social Dexterity	Ability to manage relationships and networks

Source: GOLEMAN (2012)

In this sense, it is possible to relate communication to emotional intelligence, showing that they are dependent on each other, since to get to know an individual better, dialogue and self-knowledge become a tool of paramount importance, considering the fact that a person who has non-aggressive communication can stand out from the others, having more empathy between employees and a good organizational relationship.

An individual's communicative abilities at work reinforce their abilities to manage relationships through empathetic and motivating behaviors that allow others to perceive characteristics of self-confidence and self-control that provide them with a sense of stability and constant inspiration.

3 METHODOLOGY

In order to investigate the current perceptions of employees and managers in relation to the phenomenon of business communication, focusing on the dynamics of social interaction at work and interaction practices in the daily life of local commerce and service companies, two quantitative data collections were carried out between the years 2022 and 2023, in the municipality of Tangará da Serra-MT, through printed questionnaires with closed multiple-choice questions.

The quantitative data were tabulated with the features of descriptive statistics of the software and spreadsheets of the Microsoft Office package. The research was characterized by the quantitative approach, with the participation of 724 individuals, therefore, (n=724) a randomized sampling of the *Large-N type* (CRESWELL, 2010).

This is an investigative enterprise carried out from the survey type survey in order to produce a numerical description of trends and attitudes of the subjects involved. In this analysis of trends and perceptions, the educational and age profile of the participants was also outlined. Thus, both the communicative, interactional and behavioral spheres composed the three dimensions of the questionnaire.



4 ANALYSIS AND DISCUSSION OF RESULTS

Initially, data collection for quantitative research allowed the construction of a diagnosis on communicative practices and behavioral perceptions about the relationship between employees and managers in work environments. Objective questions about the profile of the participants such as gender, education and age were applied, followed by some questions to understand the communicative routine and the dimensions of the participants' emotional intelligence.

In the questions about the profile of the candidates, the group of respondents was composed of 53% of women and 42% of men and 5% others, in a sample of 724 individuals, aged over 16 years, corresponding to 54% in the age group of 19 to 35 years. In terms of school and academic training, 19% have only elementary school, 46% high school and 35% have done higher education.

When asked to perform a self-assessment in communicative terms, the data presented reflect an interesting paradox for organizational studies. Firstly, due to the fact that in moments of self-analysis, the research participants evaluate themselves as very competent with regard to interpersonal communication skills. Thus, 87% of the evaluations indicated that the quality of communication that employees had with their colleagues in the sector was satisfactory and good, opposing only the 13% who characterized it as relatively bad or poor. This is an important fact, because this may indicate a collective neglect of one's own communicative competences. In other words, if the professional believes that he is able to communicate assertively in the work environment, it is possible that he also believes that he does not have the need for courses and training to enhance the quality of interactions with co-workers and managers.

Recent research on business communication undoubtedly reinforces the character of discomfort of individuals with other professionals precisely because of issues related to communication failures or violence in the treatment of managers, but hardly point out the communicative limitations themselves.

When they needed to characterize the communication that the immediate managers have with the participants, 36% mentioned that it was satisfactory for the work dynamics, 38% characterized it as satisfactory, while 26% declared to be confused or aggressive most of the time. In this scenario of communicative evaluation of managers, two components of emotional intelligence were broken, that is, the ability to control harmful impulses and moralizing judgments that harm interpersonal relationships, and consequently the social dexterity necessary to manage relationships is compromised enormously.

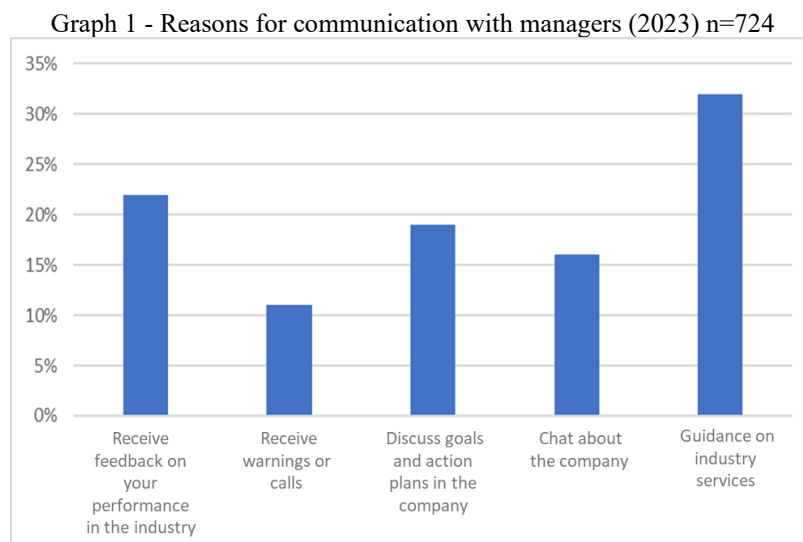
However, it is worth mentioning that the way the research participants perceive the communicative capacities of others is too far from the way they self-evaluate, which may indicate a failure in terms of self-knowledge, when they cannot perceive violence in their communication practice.



Most organizational conflicts are usually caused by dysfunctions mainly in communicative interaction, such as violent dialogues, misunderstandings of processes, aggressive *feedback* and harsh relationships with customers. Thus, the situations that most produced emotional lack of control of the workers were:

- 1) Discussions with colleagues and managers (25%)
- 2) Aggressive treatment of managers (17%)
- 3) Public performance warnings (14%)
- 4) Conflicts with dissatisfied customers (13%)
- 5) Accumulation of tasks (13%)
- 6) Inefficient communication to perform tasks (7%)
- 7) Ignore requests and tasks (6%)
- 8) Non-compliance with fixed service schedules (5%)

In this scale of reasons for interpersonal conflicts with colleagues, clients and managers, there is a predominance of elements of a communicative nature. This is information with high explanatory capacity, as it acts as guidelines for specific courses and staff training, since most of the participants did not go through higher education degrees and in the cases of unprepared managers, numerous conflict situations can be avoided with the continuous qualification at least of the managers of the companies, if it is difficult to develop all team members.



Source: Research Data (2023)

Graph 1 shows the most frequent types of communication that employees and managers perform in their daily work. In this perspective, the most common reasons for the interaction pointed out refer to the moments of orientation on the activities of the service sector and receiving feedback on the individual performance of the employee, and thirdly, elements of strategic management focused



on the socialization of the goals and work plans of the company, which reveals a more professional approach to the communicative experiences between the teams and their leaders.

In general, communicative interactions that maintain a more technical character tend to be more efficient, because they reach more widely the objectives of the organization, however, more emotional actions that require self-control, self-knowledge and social skills reveal to be more likely to generate conflicts. Thus, having the principle that failures in cooperation between employees basically mean communication problems (KOSCHMANN, 2016), the consequences for the success of the company are evident the problems of communicative interaction, professional dialogues can be easily harmed in the face of unpreparedness and lack of emotional intelligence of employees and their direct leaders. Therefore, the importance of conceiving the work environment as a healthy space for cooperation and respect. Every moment in which failures arise in these two dimensions, one can look for causative elements linked to the communicational processes between individuals.

5 FINAL THOUGHTS

The article aims to understand the process of interpersonal communication at work, its relevance in organizational studies and its primary role within the company, together with the survey that sought information about local trade workers, starting from a research made with objective questions about business communication and the influence of the dimensions of emotional intelligence on the quality of interpersonal relationships in general, also assisting in the direction of the actions of an institution about courses and training, focusing on improving communication between individuals.

The results indicate that managers still demonstrate difficulties in communicating with their subordinates, with substantive data that still indicate confusion and aggressiveness in interpersonal treatment. In addition to highlighting the low participation of workers in decision-making moments about the sector itself, elements that demotivate engagement and cohesion among work teams.

Thus, it is notorious that emotional intelligence and communication go together in a prominent employee, because emotional self-control develops empathy and social dexterity to deal with other employees, producing positive experiences of interaction between managers and workers, in addition to developing greater preparation in various everyday situations with consumers.

Given this, for the internal processes of the company to work in an efficient way it is essential that employees are integrated, well informed and with good communication in relation to their leaders and other members of the company. What's more, regardless of the hierarchical level in companies, all employees need to communicate effectively.

In this perspective, it can be seen that employees are not aware of the power of communication, both with their managers and with their colleagues, in which this communicative competence prevents several potential factors of problems in the organization, such as the precaution of violent



communication, in addition to maintaining a good organizational climate and a greater flow of information without errors.

With this, the relationship of lack of emotional intelligence and communication is highlighted, the employee may have mistaken knowledge about their conversation failures, also the fact that most organizational conflicts are caused by discussions of colleagues and managers, in addition to aggravating the aggressive treatment of managers. Empathy and affective responsibility for colleagues, greater emotional self-control and positive organizational energy, greater help in cases of tension, the employee becomes more flexible, share knowledge, the institution is more open to changes with greater opinions / feedbacks and makes employees perform their functions according to the policies and objectives of the company.



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