

THE IMPACT OF NEGATIVE COMMUNICATION ON INTERPERSONAL RELATIONSHIPS IN THE ORGANIZATIONAL CLIMATE

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ABSTRACT

The article in question is concerned with alerting the people involved with the communication process, both in the business universe and outside it, in order to understand that communication is the genesis of success. The studies were carried out through classic and current bibliographic research, field research such as the use of questionnaires answered by collaborators from the state of Mato Grosso and the Democratic Republic of Congo in Africa. In the analyses obtained through the answers to the questionnaires, it was possible to reinforce our initial thesis about the impacts that negative communication causes in the interpersonal relationships of the organizational climate, although we noticed that some of the interviewees had some difficulty in understanding the expression negative communication. From the analysis of the questionnaires, it is possible to advance in this discussion that does not end in this article, because, without a doubt with the new scenario imposed on everyone due to Covid 19, many atypical situations have arisen, are emerging and will arise in the communication system of all companies.

Keywords: Negative Communication, Companies, Communication Universe, Management.

INTRODUCTION

The genesis of communication goes back to the development of human beings in antiquity. Examining the trajectory taken by them, the challenges faced to reach this universe of communicational eclecticism, it is obvious that it can be said that communication itself is the result and result of a lot of human effort, in other words, communication concerns the progressive and continuous evolution of men, as they evolved, their way of interacting with each other also underwent some modifications, this means, that the development of the human being is intrinsically linked to that of communication, as the advancement and growth of primitive beings could be noticed through the changes in their way of communicating.

Focusing on the impact of this communication, when it is not done in a positive way, we decided to research first in a bibliographic way, in order to understand the etymology of

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the word and its evolution over time, so the guiding questions were: What is a negative communication? and What does negative communication create within the organizational climate? Field research was also used to help understand the communication scenario of companies and the opinions of their employees. The main objective within the scope of this research was: To demonstrate the result of negative communication in interpersonal relationships in the organizational climate.

In a hashtag world surrounded by numerous communication tools, unfortunately there are still problems related to negative communication, so the central problem of the research is: What is the impact of negative communication on interpersonal relationships in the organizational climate?

To corroborate the central problem of the research, the following trajectory was developed, through the specific objectives outlined:

- Characterize what negative communication is.
- Describe what negative communication creates in the organizational climate
- Discuss the types of relationships that arise from negative communication.

At the end of this work, many surprises occurred in relation to the knowledge of employees about the term negative communication and the existence of the same problems in companies so far away, located in a country culturally so different from Brazil, which is the case of the Democratic Republic of Congo on the African continent. It is necessary to explain that I am Congolese and I am very interested in knowing in the field of administration and specifically the issue of communication, what are the differences and similarities between Brazil and my country.

NEGATIVE COMMUNICATION

Communicating is fundamental in everyday life and very useful for the survival of an organization. Nowadays, knowing how to communicate becomes one of the skills to be developed when we want to improve our way of communicating and make it effective, for Casali (2009, p.113) "organizations are not only constituted by communication, but also express themselves in communication, in other words it can be stated that "organizations are, in their essence, communication" Marlene Marchiori (2014, p.107).

Communication becomes negative when the individuals who interact present certain inappropriate attitudes, that is, when they are unable to clearly express their feelings, their ideas, when they do not care about the subjects involved, ignoring their emotions, their wants, that is, their needs, and with this communication loses even its essence, which is to



promote consonance between interlocutors, through messages, dialogues providing a good understanding.

Just like good communication, bad communication also brings with it results, however, these are disadvantageous and capable of ruining the company, directly affecting the productivity and quality of life of the work to the point of harming its good progress. Stéphanie Faris (2019), "Poor communication brings wear and tear in relationships, verbal aggression, waste of time with rework, misunderstandings, affected susceptibilities, loss of motivation and stress. To lead is to communicate, to achieve the company's objectives." Martiniano (2007, p.156). Therefore, when observing these events in the work environment, companies must use them to diagnose and work with their communicative process in order to solve these problems related to it before they take on uncontrollable dimensions because small attitudes can lead to great consequences, Albuquerque (2012)

According to Jeff Manning (2019), negative communication can derive from 3 dimensions and communication styles. These three dimensions of communication are: Passive, aggressive, and passive-aggressive communication. In the first dimension, there is a type of interlocutor who, when communicating with a colleague, avoids, at most, expressing his point of view, or rather, has difficulty expressing his thought, even accepts everything that is said or passed on to him, for fear of creating conflict, problem or being judged.

In the second dimension, which is aggressive, you come across colleagues who don't care about the speeches of others, that is, they don't care about what others have to say, they impose their idea and that's it, what is worth more and what should be considered is what they have to say, they use harsh words in their language and want to dominate others. In fact, people who act like this do not care at all about the opinion of others, and the last dimension is the junction of the two preceding ones, usually characterized by the fact that one perceives a contradiction between the acts and the speech of an individual. The author also adds that certain people are literally unconscious and have fallen into these ways of communicating that favor poor communication. None of these ways of interacting helps to conceive healthy conversations, successful communications on the contrary are sources of many problems in relation to communication, Talarico (2014)

WHAT HAPPENS TO COMPANIES THAT HAVE A NEGATIVE COMMUNICATION SCENARIO

The organizational climate refers to the internal environment of organizations where there are interactions and factors that are determinant and responsible for the changes that



occur in it. One of the objectives of communication is to favor the integration of all and the involvement of each member through a favorable environment, thus allowing growth and profit realization, Lamb (2019). From the moment a company does not value its communication internally, it gives loopholes for any and all types of dissonance, that is, its scope of work will be determined by the disorganization resulting from incoherence, divergence, disunity and above all disharmony between individuals.

In the mid-90s, a survey was carried out by scholars from the University of South Carolina and Rutgers University, this study involved two companies that were in the same situation, were about to go through a transition that would later affect their policies and their operation, so those responsible for company number 1 made a point of keeping their employees informed about this merger that would happen, They sent letters, put them in direct contact with the managers through meetings, call center among others for them to get details and more information about the changes that would occur: salary, promotions, dismissal, etc...

On the other hand, the second company, the presidents did not pass on information properly and the employees learned the news via a letter and in addition to this notice, they had no other access to the necessary information about the process, and as a result: the first company after this phase, had its relationships even stronger, the employees started to have greater involvement with the company, The level of honesty and care increased and the other company had its relationships weakened, its work environment affected with lack of trust, disappointed employees, a chaotic situation at work, many uncertainties and constant frustrations.

It is extremely important for a company to maintain a good relationship with its employees through transparent communication that allows it to know its processes in depth, its mission, vision, values and strategies so that in fact things within the organization can move correctly (HELAL, GARCIA & HONÓRIO 2009). The authors also emphasize that organizations should encourage their employees to have a free expression to the point of communicating and expressing their ideas and opinions openly, thus favoring the exploration of non-routine alternatives through the creation of an innovative climate, because through communication that "a favorable environment is created for human relations, to the development and integration of employees" Tomasi, Carolina (2010, p.93)

THE RELATIONSHIPS THAT ARISE FROM NEGATIVE COMMUNICATION

"People do not act in isolation, but through interactions with other people in order to achieve their goals" Chiavenato (2010, p.115) and this is no different in the organizational



context, companies are generally composed of individuals who can be partners, managers, collaborators, employees representing their internal audience, as well as this same develops certain connections with its external audience in this case: customers, suppliers, etc., which in a way, whether direct or indirect, also contribute to the achievement of their goals. In this, communication can be seen and considered as a point of connection through which through shared values, mission, partnerships, contracts, etc., bonds are created and thus their relationships are established in different forms, (MOSCOVICI, 2011).

Analyzing the types of relationships that are found in the company, the quality of three forms of interconnected relationships is identified, which according to Marlene Marchiori (2014) are: Relationship between employees and leaders; employees and their jobs/companies and employees and other employees. One of the aspects that characterize and represent the best places to work is the trust between the leader and his employee, "the interpersonal relationship between the leader and the team members is one of the most relevant factors in facilitating or blocking a climate of trust, respect and affection that enables relationships of harmony and cooperation" (CARVALHO, 2009, p.108)

It is also worth mentioning that the conquest and building of trust are closely related to the quality of the information and communication process, so the manager in his mutual relations with employees must always encourage a frank and open dialogue between them so that everyone is well informed and aligned about what is happening in the organization, (MARCHIORI, 2014). Employees in their relationships with their managers want to feel valued and important, they long for relationships nurtured based on good communication and can express their feelings; Their ideas without any restriction, they want to be understood, they want to have their questions answered and be answered by the company correctly.

The constant relationship crises often result when the communication itself does not generate satisfaction or understanding between both (employees/companies), and this on the contrary produces a feeling of rejection, disrespect, lack of appreciation, feeling of an abusive power, because "internal communication that is based only on rules to be complied with by employees is bound to produce a cold environment, without the participation of all" (TOMASI, CAROLINA, 2010 p. 59), when in the company we do not find good relationships with each other, whether manager with employee or vice versa, employees with other employees, the work environment will generally be characterized by coldness, lack of commitment, lack of cohesion among many other elements that hinder the granting of an environment of collaboration and participation of all, But in this case the work environment will be embarrassing, lack of productivity.



When the degree of employee motivation is high, it tends to provide a favorable and positive climate where we find relationships of satisfaction, interest and collaboration among the participants, otherwise the climate will be determined by total disinterest, distancing, relationships of dissatisfaction that can even reach extreme cases of revolt, aggressiveness and ostensibly with the organization or among employees (CHIAVENATO 2009). This can also have repercussions on the relationships that employees develop with customers over time, because the conduct that employees have with customers is in a way a result of how they are treated by superiors and sometimes poor customer service, rudeness to customers or sabotage can actually hide some accumulated frustrations that are then reflected in the acts.

It is worth mentioning that one of the important types of relationships within the organization is the bonds that employees create between them, because they spend a good part of their time together, in one way or another these relationships are influenced by many complex variables that can make the bonds created stronger and that they still unite, remembering that if individuals interact harmoniously, this increases the possibilities of cooperation and helps in achieving productive results (Carvalho, 2009), as well as when they cannot deal with the differences between one and the other, this can generate conflicts. One of the main sources of problems that hinder the development of healthy relationships between employees is the lack of good communication, understanding between employees, inappropriate competitions, thus hindering their coexistence and consequently causing constant relationship crises.

METHODOLOGY

For the development of this article and for the analysis of the impact that negative communication exerts on interpersonal relationships in the organizational climate, descriptive research was used, which "aims to describe the characteristics of a population or a phenomenon, in addition to identifying whether there is a relationship between the variables analyzed" Mascarenhas, Sidnei Augusto (2012, p.47), in order to obtain additional and detailed information about the topic addressed.

For data collection, two types of technical procedures were chosen. In the first place, the bibliographic that facilitates the achievement of the students' objectives in academic training, is the basis for any and all scientific work and through it books, scientific articles, dictionaries, etc. were analyzed to get in direct contact with the existing knowledge about the subject addressed and has many benefits because it offers a varied amount of information. Lakatos, Eva (2017, p.166) points out that "bibliographic research is not a



mere repetition of what has already been said or written on the subject, but provides the examination of a theme under a new focus [...], reaching innovative conclusions"

Next, a questionnaire was used, which also served as an instrument in the collection, with a series of ordered questions that were applied in the cities of Diamantino-MT and Kinshasa-Congo, with the advantages of obtaining a large number of data, reaching a wider geographical area, and having greater freedom in the answers, among others. The data obtained received a qualitative treatment, which aims to obtain higher quality of information and achieve a deep understanding of the occurrences about a given situation in the social world, joining interpretative techniques that lead to describe and otherwise understand the meaning, qualitative research it is very important when we value greater reliability and globalization of results and, is used to explain the object of the research in more depth, Mascarenhas (2012)

ANALYSIS AND RESULTS

A total of 25 questionnaires were applied by e-mail, with three questions regarding communication in the city of Diamantino - MT and in Kinshasa, Democratic Republic of Congo. Based on this research and analysis of all the responses received, we have the following insights:

Question 1. The first question consisted of knowing from 0 to 10 what importance would our interviewees give to the communication system of the company where they work? And why?

When examining the answers received from this first question, it was found that a good part of the interviewees gave a score of 7 to the communication system of their companies where they work, which can be considered a positive average, however, when analyzing their answers that explain the reason for this score, it is clear that they pointed out some failures and problems that they have been identifying with communication within their respective companies and this has made it difficult fluidity in the exchange of information and has prevented good communication between them.

Among the answers of the interviewees, we have some who would give a score of 7 to their company's communication because they believe that it is necessary to listen, talk and have good management with the employee and feel that this is lacking, that is, the communication system in the company where they work needs readjustments to improve communications and the data collected.

Through these comments on their part, it is possible to notice that there is a certain inconsistency in relation to the grade given and the true reality, it is clear that there is a



contradiction that leads to understand that although the average is 7, there are still gaps with regard to their communication systems that need to be corrected and some elements to be taken into account to obtain satisfactory communication in the business environment, where information circulates with more transparency between managers and their team, thus avoiding any type of deviation or misunderstanding.

It is worth mentioning that the interviewees also pointed out certain elements or even interesting aspects about the importance of communication in organizations, as pointed out by Cunha et al (2007, p.354) "Without communication there can be no organization, management, cooperation, motivation", they believe that communication contributes a lot to the good progress of an organization and directly influences the pace that a company can take, providing its organizational environment with a good between employees and their superiors and thus allowing a good execution of tasks.

It was observed that they emphasize the issue of satisfaction resulting from good communication, as mentioned by Marchiori (2014, p.122) "communication and organization go hand in hand. Communication is essentially a bridge of meanings that creates mutual understanding and trust." that is, it must ensure a good understanding and comprehension of what has been said, in addition this understanding needs to be reciprocal in order to avoid misinterpretation of what has been passed on because only in this way will it avoid misinterpretations that are often causes and generators of cold environments where they are faced with frustrations, Conflicting relationships, nightclubs, jobs that are poorly done due to lack of the necessary instructions, affecting the company's production and results.

Question n°2: Have you ever heard of negative communication? Say what you understand from this expression.

Regarding this second question, it was noted that there were certain difficulties on the part of the interviewees to explain what a negative communication is, some visibly did not know the real meaning of this word, what it can be, because it is not a familiar term to them, others have already stated that they have never heard of this "expression", However, another category of the interviewees said that they know the meaning of this word, and during their explanations they radically avoided the subject, and ended up relating negative communication to a person with negative thoughts or a negative behavior in which the person is able to push away the individuals around him, based only on his harmful attitudes and/or bitter words, However, they recognize that this type of communication harms the business and the company in general, that it is very dangerous because it has harmful consequences.



On the other hand, some interviewees related negative communication to the absence of ease and freedom of expression of employees in their relationships with their respective companies, that this type of communication is characterized by the lack of transparency in the mutual relations between companies and employees, including customers and any other public, it creates barriers and prevents access to clear and true information. and "by involving people in decisions that affect their work, they feel that they are important to the department and this solidifies the commitment" (CARNEGIE, 2015, P.56). More than that, they pointed out that negative communication can also come from the sender when he does not express his thought more clearly and does not care about the feedback given to him.

Incomplete information or poorly expressed request will not be met in the desired way, many ignore that the fact of not listening to colleagues carefully can also be considered as one of the causes of noise in communications and that has thus left more and more ambiguous and obstacles in the circulation and understanding of the shared message, This conduct in communication is often the source of various organizational conflicts. Analyzing communication problems within companies, it is easy to see that some people are not in the habit of giving feedback to those who come to them. They do not see any value in this gesture, perhaps due to a mistaken sense of power, negligence, devaluation of the other or lack of education. (TOMASI, 2010)

Some went beyond these statements to say that negative communication involves a series of repercussions in the business environment and they can take on uncontrollable dimensions, for example, a lie or false information, sooner or later brings with it harmful fruits, an instruction not taken seriously can compromise productivity and affect the company's results. Companies that do not care about the way they communicate with their members, the channels they use and even the content they transmit are more likely to never be able to establish adequate communication in their company, remembering that employees who are not very well-informed cannot do their tasks with precision and excellence, thus making it impossible to achieve the established goals. (Jakob Luring and Anders Klimoller, 2017).

Question 3. If you could improve the communication system of the company you work for, what would you do? Regarding this question, we came across so many propositions coming from our interviewees and the interest in this is that each one of them had this freedom to expose their suggestion, some common points were also noticed and they believe that putting them into practice would make all the difference in companies,



considering that some of these suggestions have already been put into practice by them and have seen impressive results.

One of the elements that we observed in part of the answers highlights the importance of meetings, many suggested that they have more meetings in companies, meetings that involve the participation of everyone in the exchange of ideas, through these moments make each employee feel and know that he is considered, useful for the advancement and growth of the company, That's why his opinion and/or suggestion is always welcome, if it is even possible to put into action.

Others were very specific in saying that they suggest weekly meetings because they believe that with this frequency there will be a way for managers to closely monitor what is being done by their team and adjust what is not going as planned and in these meetings it is also the time for them to listen to what employees have to say about everything that is happening and so they will not feel alone in each process. In addition, it was proposed that the leader seeks to get to know his employees more and more and by getting to know them better, he will understand a little about how they think, their way of working, their expectations, what they like or dislike, among many others and from this choose appropriate channels adapted to the environment in which they are inserted to obtain good communication.

Following the same line of thought, another point addressed was to develop an effective communication system that favors the collaboration of all members, this contributes to the elimination of any or all types of misinformation, as well as providing healthy relationships, where on the one hand the manager communicates with all ease and honesty, on the other hand the employees have ease of expressing themselves. Some interviewees emphasized that the boss must ensure that what he is saying in relation to a subject or a certain task is being understood in the exact way because there is often low productivity just because it does not specify what is expected of the person, more than that each one must know their limit.

It is worth mentioning that two of the propositions caught my attention, the interviewee, when asked what he would do to improve the communication of the company where he works, replied "I would be more responsible and aware of what communication involves, that is, he would be increasingly careful and rigorous when communicating, making sure that his interlocutor understands him correctly. Communication is not a one-way street, this means that it will always involve two or more people and "Effective communication occurs when fate decodes the message and adds a meaning to it that is close to the information or idea that the source tried to convey" Chiavenato (2010, p.421)



for this reason, individuals, when interacting with each other, need to be increasingly responsible and always seek to obtain feedback, thus allowing Evaluate whether the message was successful or not.

In addition, a professional coaching program was suggested where the vital importance of communication in organizations will be taught and everyone will be sensitized that good communication is a necessity, it is believed that this is one of the basic keys to solving many problems that still remain regarding communication, because it was observed during this research how many people still limit communication and end up suffering from negative communication but are not aware of certain factors that can lead to this, in this sense it is believed that providing the employee, manager with a notion about this subject would be very relevant for their professional growth and their good performance in the organization.

FINAL CONSIDERATIONS

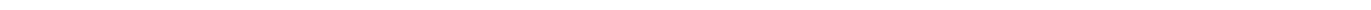
In the 21st century, where many mechanisms have been invented to facilitate communication between human beings and with all the incessant inventions around communication. It can be said that there is still a certain concern in relation to the communication process between individuals, because of this this research was oriented to the business environment in the search for an answer to the question of the problem about the impact of negative communication on interpersonal relationships in the organizational climate. With this, we sought to characterize what negative communication actually is, to describe what it creates in the organizational climate and what relationships are born from it. This is in order to demonstrate the result of internal communication in interpersonal relationships in the organizational climate.

Through this research, our view and knowledge were broadened and provided a broad vision within the communicational universe where communication was seen as a decisive factor and key to organizational success both in terms of its climate and the relationships found inside. It was realized that negative communication is a blocking bridge to access a favorable climate in companies, and is at the basis of the emergence of conflicting, sick and frustrating relationships, as well as many other divergences in the organizational environment. With the application of the questionnaires focused on the central theme, it can be said that several companies still suffer from this type of communication, and many problems they face stem from gaps in communication.

It is understood that communication is essential for organization and must be taken into account for the creation of prosperous environments and for healthy and lasting



relationships, otherwise there will always be barriers in mutual interactions and the work environment will always be chaotic. Because it is a broader subject than expected. It is believed that later studies can be carried out to further deepen the subject.





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