

Relationship Between Non-Verbal Behaviour in Improving Work Place Relationship and Job Satisfaction

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Abstract

In this current dynamic business environment, organisations need a good form of communication to strengthen their business performance. Besides the expertise in their appropriate field, executives need to be able to communicate with their colleagues and other members of the organisation. The global business environment provides opportunities as well as challenges. Cultural differences exist and this can potentially affect the workplace relationship. While verbal and written communication has received much recognition, the focus on non-verbal communication or behaviour has still been underestimated. The purpose of this paper is to examine the potential role of non-verbal behaviour in enhancing the workplace relationship and job satisfaction of the organisation. The paper will provide more details on the subject matter with the hope that organisations do provide training on soft skills.

Keyword : Body Language, workplace environment, inter-relationship, effectiveness

1 Introduction

Communication in the workplace is very important for companies. Companies require their employees to work efficiently, effectively and productively. With better communication, employees will feel happier and more satisfied, this will influence their level of morale, productivity and commitment. Employers who spend time and energy to create open communication lines will quickly create trust among employees, resulting in higher productivity, performance and overall morale. By interpreting the nonverbal cues of other coworkers, employees can gain a better understanding of their colleagues' feelings, emotions and attitudes toward certain situations. Once they have understood this, they can develop stronger relationships. These stronger relationships help increase collaboration with team members which may boost productivity, enhance engagement and increase company culture. In many organisation, the workforce is becoming more diverse. These diversities includes; age groups, nationalities, ethnicities, beliefs and opinions. As the diversities increases the level of complexities, this complicates communication in the workplace. The purpose of this study is to examine the importance of non verbal behaviour in the performance of the organisation.

2 Literature Review

2.1 Communication

Communication research is about understanding how people communicate through verbal and non-verbal information to produce meaning in and between different situations. Therefore, the philosophical views on how a person sends and receive information are diverse to make sense for the received message. It can be regarded as one of the most critical disciplines in management research because nothing can be done without communication. According to the literature review, communication as a discipline began in 1917, focusing on phonetic teaching and persuasive research (Keyton 2017, p. 502). Until the 1940s, the field of communication studies has developed into a new field of organizational communication studied. In the 1990s, scholars of communication studies studied critical theories to understand how to use communication to oppress and liberate organization members in extreme situations. Critical studies of organizational communication tried to prove how to achieve changing communication in an organization. In the process of creating an organization, staffing, recruiting, create, and develop the organization's products and services for the members of the organization to communicate

with each other and with stakeholders (such as customer suppliers and regulatory agencies). Therefore, organizational communication covers various communication activities across different types of senders and receivers, who are individuals and groups in the team and the entire organization. It can be said with certainty that if mission and vision are the heart of an organization, then organizational communication is its soul.

2.2 Non verbal communication

According to Navarro & Karlins, (2008, pp. 2–4), nonverbal communication is often called nonverbal behaviour or body language. It is a means of conveying information, just like verbal language, only through facial expressions, gestures, Touch (tactile) physical actions (dynamics, posture, body decoration, and even the pitch, timbre and volume of individual voices). Nonverbal communication can also reveal a person's true thoughts, feelings and intentions. Nonverbal behaviour is sometimes referred to It is called telling, because people are not always aware that they are communicating in a nonverbal way. Body language is considered more honest than personal speech pronunciation, which is consciously designed to achieve speaker goals. In his book, he quoted According to Goleman's book on Emotional Intelligence (Goleman, 2005) that nonverbal communication is crucial and that Researchers have determined that those who can effectively read and interpret nonverbal communication and manage the perception of others will have greater success in life than those who lack this skill.

Nonverbal communication is an essential skill that one should have to enhance workplace connectivity among colleague in an organization, positive work connectivity will lead to exceptional organizational performance. Hence, through the ability to “read” the nonverbal cue of others, we can be more empathic towards our colleagues and thus be more resourceful in handling the work challenges such as conflict more effectively. Non-verbal communications are applicable for workplace connectivity because Every gesture in nonverbal or body language conveys meaning and therefore directly affects the behaviour of the two parties in the communication process and ultimately

evaluates the encounter. However, the extent of its impact depends on accurate prediction and interpretation (Gabbott & Hogg, 2001, p. 6).

2.3 Work connectivity

Connectivity and successful business go hand-in-hand. For a business to be successful, the employees need to work together or to be connected to accomplish goals set by the organisation. This state of connection can be referred to as being in harmony with one another. Managers have the responsibility to keep everyone in touch in the workplace and to deal with the different levels of contact between their employees. Determining whether employees are connected in these areas is the first step for managers to take. This will help managers be more successful in ensuring successful organizations performance. Workplace connectivity also includes not just interaction between people in the organization, It also includes the aspect of degree of comfortability in the workplace, Office layout, Interaction, and even degree of distraction in the workplace (Haynes, 2008, p. 288). Nonverbal communication is all the communications that are without words (Navarro & Karlins, 2008) therefore, an office layout, the lighting, the choices of colour used for the wall, the furniture, all are aspects of nonverbal communication, because they communicate to the people inside the organization.

According to Moseley (2020) workplace connectivity with team members, especially cross-departmental contacts, is important to the success of any business. In most cases, establishing a connection where there is no connection will be a long process. This is also a collective effort. Hence, it was suggested that an organization can foster workplace connectivity by communicating with the team unabashedly, encouraging frequent interaction, communicate corporate values to the team, and if the team does not buy in the idea, then perhaps the value needs to be changed. The keywords here are “communication and interaction, and when it comes to communications and interaction, it cannot be denied that communication and interaction requires both verbal (spoken words) and nonverbal (the body gestures that follows) to transfer the intended message to the receiver

and most of the time, people have neglected the nonverbal message that they have unintentionally sent out which may be wrongly perceived by the receiver.

2.4 Job Satisfaction

Communication can be extremely important to retaining levels of satisfaction, on both a personal and professional level. It is exhibited in allowing employees to be open, collaborative, trustworthy, and even confrontational when needed. Whether it is verbal or non verbal form of communication, it will influence the level of job satisfaction among the employees. Job satisfaction can be best described as any combination of psychological, physiological, or environmental circumstances that cause a person to say that they are satisfied with their job truthfully (Hoppock 1935). These includes the happenings at the workplace. A conducive workplace creates a higher level of job satisfaction. A good working inter relationship gives a positive influence to the working environment. As such, verbal or non verbal form of communication affects the working environment and the level of job satisfaction. According to Zaman and Rahman (2013) satisfaction is claimed to be an affective reaction and attitude towards one's job. The

affective reaction is related to the levels of communication in the organisation.

3 Methodology/Materials

The study has 4 variables. The independent variables are Verbal and Written Communication, Workplace Connectivity and Non-Verbal Behaviour. The dependent variable is Job Satisfaction. The multiple regression analysis would be used to analyse the roles played each of the independent variables. The variables can be displayed in Diagram 1. These are the research objectives:

Research Objective 1 : Is there a relationship between nonverbal behaviour and job satisfaction?

Research Objective 2 : What is the relationship between verbal and written communication and job satisfaction?

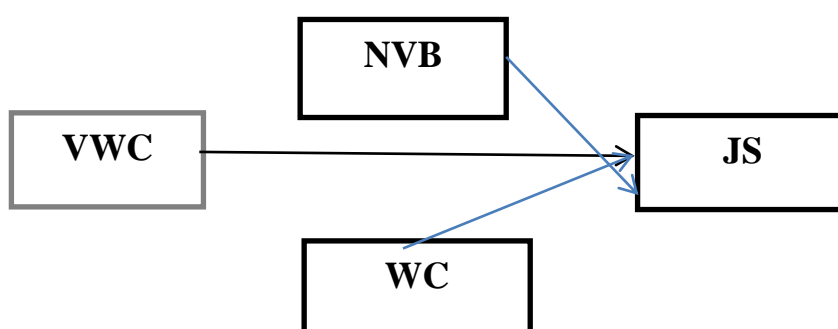
Research Objective 3 : What is the relationship between workplace connectivity and job satisfaction?

The hypotheses for the research objectives are
H1 : There is a relationship between non verbal behaviour and job satisfaction.

H2 : There is a relationship between verbal and written communication and job satisfaction.

H3 : There is a relationship between workplace connectivity and job satisfaction.

Diagram 1 : Theoretical Framework



Reference : NVB – Non-verbal behaviour; VWC – Verbal and Written Communication; WC – Workplace Connectivity; JS – Job Satisfaction

A successful manufacturing organisation in Selangor, Malaysia has been chosen to be in the study. The organisation has been in operations for more than 50 years. The

organisation conducts trainings on a regular basis. The trainings include both technical and soft skills. A total of 110 of their executives took part in the survey. The Human Resource Executive managed the questionnaires on the present researcher's behalf. During the movement control order, there were restrictions to enter the premises. The questionnaire has 3 sections; communication

which includes verbal and written communication and non verbal behaviour; workplace connectivity and organisational performance.

4 Results and Findings

As seen in Table 1, the 3 independent variables have a positive significant relationship to organisational performance. The R square value is 62.2% which is attributed to these 3 variables. From the 3 variables, non-verbal behaviour showed a higher t value. A high t value indicates a significant difference from the other variables. All 3 variables showed a positive and

significant relationship with organisational performance. There were 3 hypotheses in the study, all the 3 are accepted. They are:

H1 : There is a significant relationship between non verbal behaviour and job satisfaction.

H2 : There is a significant relationship between verbal and written communication and job satisfaction.

H3 : There is a significant relationship between workplace connectivity and job satisfaction.

Table 1 : Results of Regression Analysis – Nonverbal behaviour, Workplace Connectivity and Verbal and Written Communication

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.538	.301		1.787	.077
	NVB	.366	.071	.371	5.130	.000
	WC	.337	.068	.355	4.955	.000
	VWC	.237	.074	.242	3.217	.002
	R square	0.622				

a. Dependent Variable: JS : Job Satisfaction

Reference : NVB : Nonverbal behaviour; WC : Workplace Connectivity; VWC : Verbal and Written Communication

Nonverbal communication is an essential element that could enhance the workplace connectivity and this will influence the performance of the organisation. A positive work connectivity leads to exceptional job satisfaction. This improves the organizational performance. Non-verbal communications are relevant for improving the workplace connectivity. Every gesture conveys meaning. This directly affects the behaviour of the parties in the communication process. Communication represents an important aspect in the workplace environment. The study found that non verbal behaviours has a greater influence in enhancing the level of job satisfaction.

A high performance organisation would have greater continuous improvement and renewal. This would enable the organisation to retain their top talents. In order for organisations to have greater organisational performance, there needs to be more openness and action-orientated. Employees need to be encouraged to express themselves especially during the

discussions. By doing this, management will be able to achieve greater quality not only in terms of their products but also services. The current workforce are more diverse, there is a need to train more employees to have these soft skills such as the nonverbal skills, this would enhance the interrelationship at the workplace. In the long term, there would be sustainability.

5 Conclusion

This study aimed at examining the importance of non-verbal behaviour to the level of job satisfaction in the organisation. The study used 3 independent variables; workplace connectivity, non verbal behaviour and verbal and written communications. All 3 variables showed a strong influence towards the levels of job satisfaction in the organisation. However, non verbal behaviour showed a higher t value as compared to the variables. This indicated the importance of non verbal behaviour in enhancing the level of job satisfaction. For future study, it would be beneficial to extend the study to include more organisations. By increasing the sample size, findings can be in depth and increase the knowledge in this subject matter.

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