



International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournals.com>

© Serials Publications Pvt. Ltd.

Volume 15 • Number 22 (Part-III) • 2017

Tactics and Praxis to Effective Business Communication: Communication and Interpersonal Skills in Business Organizations

Mitashree Tripathy¹

¹ Asst Professor, Dept of Humanities, Orissa Engineering College, Bhubaneswar

Abstract: With technology bringing the world closer, globalization of business has become diverse and goal oriented. Today, business communication has been brought to the vanguard of industries, IT sectors and corporate sectors. Technocrats, professionals and authorities are facing newer opportunities and challenges in communication daily which altogether hampers the productivity and growth of the organizations. In an age of competition and insignificant human relations, self presentation through communication provides a sense of efficiency and confidence. Hence, success in business world doesn't simply depend on updating field- knowledge and technical skills but also putting into praxis the tactics of effective communication and developing interpersonal skills among each other thereby mastering the entire spectrum of abilities required of a successful professional. This paper emphasizes on the barriers to effective communication and also responds to building strategies to overcome the barriers hence making effective business communication easier especially through developing and exercising communication and interpersonal skills.

Keywords: Communication skills, interpersonal skills, barriers, tactics, praxis.

1. INTRODUCTION

The entire gamut of social and professional relationships is communication bound. Communication is one of the essential conditions of society where the reciprocal stimulation and response between individuals fulfills several daily activities. The criterion for communication therefore includes the transaction of information which makes the process of communication important to us. A large part of our life is highly affected by communication. Our ability to communicate establishes our hold over our relationships, work, happiness and ultimately our life. Alan Bekar defined communication as “the effective transfer of information” (Barker, 2000, p. 2). Transferring of information can be of a variety of things depending on the context. The information can be words, gestures, art, music and the means can be speeches, emails, blogs, body language, books, radio, advertisements, articles and anything one can opt to speak through,

write with, read by and listen to. Communication thus forms an essential part of our daily life and includes abilities like speaking, listening, reading and writing. Interestingly, of the greatest possible relevance, communication in business organization is very crucial. Much of the success and growth of self and organization depends largely on operative communication. According to experts, "70-80 percent of our working time is spent in some kind of communication" (Worth, 2004, p. 1). Writing mails, memorandums, reports, making presentations, speaking in conferences, listening and jotting down important matters, reading mails and other forms of written documents all involve thorough communication. A slight miscommunication or transfer of information in an inconvenient manner can cause great loss to the organization. Hence general communication and business communication are way different. When in general communication the scope of communication is far-fetched and is confined to having short term goals, in business communication the scope is limited. Essentially, business communication has long term goals and the commercial benefit and success of any organization is primarily dependent on effective communication. "Business communication is the process of establishing a common understanding between or among people within a business environment." (Krizan, 2011, p. 4). All communication within the organization must be carried out skillfully for smooth running of business. In the book "Effective Business Communication" Rodrigues expresses

"The organizations are the social systems formed on the basis of mutual interest. The mutual interests are safeguarded by various activities of planning by the management. They must skillfully apply the communication systems to keep the healthy organizational environment." (Rodrigues, 2013, p. 37).

Apparently, for the whole organization to be operative favorably, not only the management, but also the employees at peer levels and the superiors and subordinates are required to accept and concede the words and actions of others to maintain harmony. While the importance of effective communication is still bawled to be comprehended, the aftermaths to not communicating appropriately specially in business dealings are numerous and perilous. The interpersonal relationships at work get affected and so also the productivity of the company gets demurred.

Effective communication engenders good interpersonal skill which means good communication skills assist in creating successful interpersonal skills through connection, cooperation and socialization whether with an individual or group. While with certain individuals interpersonal skills come naturally, there are others who learn, practice and bring deliberate changes in their activities in order to achieve them. Hence, it is certain that by giving efforts to attain interpersonal skills one can be benefited tremendously. Mangham in 1986 argued "that a person's success as a manager depends upon the ability to conduct oneself in the complexity of the organization as a subtle, insightful, incisive performer." (Hayes, 2004, p. 2) This has been quoted by Hayes in his book *Interpersonal Skills at work*. He further moves on to opine that interpersonal skills are generic skills and that they can be interchangeably used "with interactive skills, people skills, social skills and social competence." (p.3). In the book *People centric skills* Goldberg and Rosenfeld view interpersonal skills as skills that transfer a broad range of business professionals and industries and from professional to personal life. They open doors, establish effective relationships, improve effectiveness, and can turn a 'no' into a 'yes'. (Goldberg & Rosenfeld, 2014, p. i).

Although communication and interpersonal skills are considered essential in day to day activities at workplace still there are many ways communication and interpersonal skills get affected and there are many reasons of their failure. There exists certain gap in the way the communication is delivered and interpreted and again responded. This paper focuses on the reasons which block communication and

complicate interpersonal relationships. This paper also finds out strategies one can apply to foster effective business communication and bring into practice the same by developing communication and interpersonal skills in business. The present work contributes both to the growth of self and business organization in a way as it strengthens the basis of motivation and enthusiasm to deliver better work performances. Effective communication at work place acts as an important inception of information which assists in successful decision making and also offers any alternative for certain course of action.

2. COMMUNICATION AND INTERPERSONAL CHALLENGES AT WORKPLACE

Business organization is a very rapidly moving places where there is so much to do in a limited amount of time. In such fast stirring environment everything falling into place aptly is not as easy as it sounds. Communication barriers arise due to discord in communication between the sender and the receiver. Kumar in his book “Basic Business Communication” rightly expresses.

“The communication barriers arise on account of reason pertaining to the sender and the reasons pertaining to the receiver. Although all communication is subjected to misunderstanding, business communication is complex as both sender and receiver face distraction that diverts their attention” (Kumar, 2010, p. 61).

Distraction between the participants may arise due to various accounts like limited or no feedback, information gap, information overload, poor listening skills and sometimes can be totally dependent on organizational setting, differences in opinions, work experience, age, culture, gender and many more. Such disorder can demolish interpersonal relationships hence causing further problems. The barriers to communication can be classified into different kinds like “physical barriers, semantic barriers, mechanical barriers, environmental barriers, perceptual barriers, attitudinal barriers, behavioral barriers” (Rogala & Bialowas, 2016, p.89-90) and as studied by various researchers and written down by innumerable authors. However, the present paper focuses only on three major types of barriers in communication like Language barriers, Cultural barriers and Interpersonal barriers. The reason behind narrowing down the selection of barriers to only three types is because all the three barriers are interdependent on each other and can create a lot of difference in communication and ultimately relationships. For example, language is considered as an important and indispensable tool to connect with each other and for every aim and objective. It is language that ascertains peace and harmony, displays law, regulation and power and assists in achieving goals and objectives. Hence, language gives an identity to one set of culture. Kramsch believes “when it is used in contexts of communication, it is bound up with culture in multiple and complex ways”(Kramsch, 1998, p.1). The author further asserts that culture has been derived from the Latin word *colere* which means to cultivate (p, 4). It can thereby be comprehended that much of the personality of an individual is determined not only by inheritance or what they have received from birth but also how they have cultivated from the culture they are brought up in. Hence, the relationship between language and culture further illustrates on the kind of interpersonal relation one is supposed to have with others. When business organizations are taken into account which are large platforms embodying various people speaking different languages from different cultures that is certainly going to affect the interpersonal relationships among them. Good interpersonal relationships among the employees govern the growth and prosperity of the organization and ultimately self.

2.1. Language Barriers

In many parts of the world, English is considered as the official language of business organization. Barriers prevail when English becomes the second language of the employees. In such cases it becomes difficult to communicate with other workers in the organization. Even though the employers are outstanding in their business field but when it comes to communication, the prominent role to carry out daily activities and understand each other becomes troublesome. Besides, employees from the same country but different region follow different patterns of communication which may not seem appropriate to others. Sometimes the terminology in which the message is conveyed may also be misinterpreted. For example,

“The American dairy association’s decision to extend the ‘Got Milk?’ advertisements to the Mexico market failed because the Spanish translation was ‘Are you lactating?’ When Kentucky Fried Chicken entered the Chinese market, its slogan ‘finger licking good’ came out in translation as ‘eat your fingers off!’”(Krizan, 2011, p.31) and so on.

Use of jargons is another common factor resulting in language barriers. This affects a large number of employees who are engrossed within the business dealings like clients, customers, government officials, suppliers and others. This further deteriorates business relationships promptly concerning the productivity and growth of the company. Language barrier is the most common yet arduous challenge in business organizations. A large amount of skills, knowledge and experience remain unnoticed and concealed due to lack of ability to express fittingly using correct word or language. On this accord, in order to overcome language barriers at work places many steps and measures may be applied in order to overcome language barriers.

2.2. Cultural Barriers

Communication is culture bound. It is culture which shapes the basic foundation, beliefs, values and thoughts. What and how an individual speaks, does and thinks is very much culture influenced. Business platforms are multicultural platforms where employees from different cultures and ethnic backgrounds work together to achieve a common goal. Palpably, differences in opinions, references, feelings and emotions and behaviors are likely to occupy a considerable space in organization. Cultural interactions require knowledge and skills in terms of accepted conduct in a particular cultural context. Hence, multicultural dissemination demands understanding and accepting of cultural conventions more essentially at work places. Although working in a multicultural work place is requisite, individuals face problems in understanding and accepting cultural differences leading to cultural barriers. Adhering to cultural differences and not accepting changes may breakdown the approaches and procedures to a successful business. French suitably conveys

“the extent of cultural difference will impact on the negotiation strategies chosen by each party and the degree of familiarity with any difference is likely to have practical implications (...)” (French, 2015, p. 134).

Unproductive or unsuccessful communication and discriminating attitude among the employees towards the one who belongs to different culture damages relationships with employees, clients, business partners, stakeholders and . Therefore it is essential for each employee at the workplace to realise the barriers which create problem in maintaining cordial working relationships.

Cross cultural communication often gives rise to barriers like stereotypes, prejudices and ethnocentrism where a certain group completely boycotts another individual or group because they belong to a different culture. Creating cultural differences at work places happens to be the most wretched form of stereotypes

which absolutely discriminates employees from other despite being sincere and tech-savvy at work place. Researchers suggest that stereotyping is an exsurgng matter and over one- third of the total employed population around the world face racism. Stereotypes are basic generalisations one prefers to set about a group that is applied universally and unconditionally to all members of that group. When we practise stereotyping we forget and don't realise the fact that there may not be a fragment of truth against the person or group we are generalising. Common examples are Chinese are conservatives, Indians are poor, Muslims are terrorists, Jews are cheap and so on. While some stereotypes are harmless and display positive traits for a culture like all Asians are good at math, Japanese are hard working etc. stereotyping in itself is considered an evil for business organisation. Categorising certain group definitely creates discrimination which results in prejudices challenging the productivity of the company. De Janasz claims prejudice as "an unjustified negative attitude towards a person based on his or her membership in a particular group" (De Janasz, 2012, p. 110).

Another heaving form of cultural barrier is detected in the practice of ethnocentrism which is somewhat related to stereotyping and which also results in discrimination. According to the authors Rouse and Rouse, "Ethnocentric people see their own culture as the only valid one and find all others lacking by comparison. They measure all others by the standards of their own culture, which they believe to be superior." (Rouse & Rouse, 2006, p. 39). Such practise encourages dominance of their own culture over others and ultimately disposes discrimination. For example if an individual is born and brought up in India will follow the Indian culture and the values and ethics are so much imbibed that all other cultures seem insensible thus instigating a belief that the Indian culture is the best an superior among others. This in business organisation may further lead to forming groups of Indians only hence exhibiting negligence to other employees Unfortunately, cultural discriminations like these still exist though not expressed overtly but is something that cannot be exterminated by inculcating few and right policies within the company's doctrine. Though there is a list of policies, procedureds and practices to overcome cultural discrimination yet they are not sufficient enough. We can no more depend on social policies based on race –neutral alone or even on prohibitions which are targeted against unconcealed acts of racism, or even the aspects of whites learning racist behaviour won't help. Though, the above mentioned actions are necessary components for social change, but not sufficient. "We can only stop racism by taking into account past and present activities within our social institutions and at all levels of social intercourse." (Better, 2008, p. 139). We must have the ability to relate well with people who belong to different culture and practice culture sensitive actions. This will enable cultural competency and embrace people from different culture to maintain harmony among each other.

2.3. Interpersonal Barriers

Interpersonal skills are everyday skills which we use to reciprocate with each other. These skills motivate us to relate and build good relationships with others in both personal and professional lives. Interpersonal skills incorporate a wide range of abilities including good communication skills, proper usage of body language and other personality traits like managing emotions, conflicts, team, negotiating, persuasion, problem solving, decision making and many more. Interpersonal skills are largely inborn and they are naturally posed. Sometimes they become so natural we don't have to pay much attention in maintaining relationships. However, if we have not very fine with our interpersonal skills we tend to furnish deliberate efforts to maintain harmony among others and ourselves. Somers describe

“the ability to work well with others depends upon understanding and appreciating people’s differences. It also involves using these differences to your best advantage- in order to make your job easier and more satisfying. Fortunately, interpersonal skills can be learned by anybody. All it takes is awareness, patience and practice.” (Sommers, 2008, p. 5)

Much of the aspects of our life highly revolved around good interpersonal skills. Hence it is required that one should develop good interpersonal skills first through self awareness. Identifying ones’ strengths and weaknesses and the areas of development in one’s personality is good and worthy step to begin with. Although interpersonal skills relate to our own emotions and behaviour, it is therefore essential to learn, identify, analyse and manage our attitude towards others to foster a better relationship. Not doing so can give rise to numerous barriers which obstruct communication. Barriers occur because of differences in personal opinions or perception. “When we have shared assumptions, ideas, views, values and opinions, it is easy to communicate. When there are unshared assumptions, ideas, views, values and opinions, effective communication is unlikely” (Koneru, 2008, p. 26). In business communication interpersonal barriers are more intricate. Emotions play a vital role in a platform where people from different genres and background gather together under the same roof to achieve one common goal. Hence, managing emotions between co workers and colleagues, superiors and subordinates, between organisation and other external parties, competitors, stakeholders, customers, clients becomes a subtle parameter in business culture. Poor communication and disrespect towards emotions of others may give rise to tremendous circumstances difficult to handle.

Today many business organisations around the world follow team based organisational settings which exhibit more success and which demand great interpersonal skills. While working in a team might sound easy but reassuring everyone’s comfort in the team while interacting is not a cake walk. An individual having excellent interpersonal skills may handle any relational situation appropriately. They take right decisions at the right time efficiently and never get stressed or annoyed easily hence reveal drastic results in improvement in interpersonal skills.

3. TACTICS AND PRAXIS TO OVERCOME COMMUNICATION CHALLENGES AT WORKPLACE

In today’s intricate work culture, the ability to act in response to various barriers and challenges is more important than ever. Consequently, developing strategies and praxis for understanding and responding to workplace barriers possibly would decimate adverse circumstances in business organizations. Case studies and researches approve instilling soft skills within self which make aware and conscious of different situations whether adverse or otherwise and trigger actions and behaviors to overrule or mandate situations as per the requirement. These strategies apply win-win overtures to soothe and appease various disputing situations and encourage positive and favorable working ambience in business culture. Following are the strategies one can practice to ensure positive working relations.

3.1. Facility with Language to overcome Language Barrier

Speaking in a common language can assist moderately. Jackson claims,

“When many employees are not fully proficient in the primary language of the workplace, companies may organize language for specific purposes courses that are tailor made for them. For example, in a second

language context, a branch of a global company may arrange English language courses for employees that are directly related to the language needs of their specific jobs”(Jackson, 2014, p. 67).

Changing the style of speaking or having patience to modify the tone, pitch or speed of speaking conformably to the ability of perception of the receiver will be an encouraging act to understand each other. Using the words tactfully and in constructive fashion can in established ways decode proper understanding. Thompson pertinently expresses examples of rephrasing during communication. He asserts

“it can be equally off-putting if you keep saying ‘Sorry, I don’t understand’ or ‘you are not making sense’. Instead try restating what they have said using different words, and see if they agree with you. Say ‘Do you mean...?’ Use good eye contact to show that you are listening and to encourage them to keep making the effort.” (Thompson, 2006, p. 36).

Rephrasing words during communication helps improving presentation skills and relieves communication strictly targeted to the need of the recipient. Facilitating oneself with learning new language and enriching lexicons can be considered worthwhile in avoiding language barriers. Pronunciation, stress patterns, command are intricately precise form of basic language skills. Hence, conveying idea however useful if not supported by apposite aspects of language can be distorted or garbled. In the book, Business communication: Process and Product the authors justly compose

“No matter extraordinary the idea, it won’t be understood or fully appreciated unless the communicators involved have good language skills. Each individual needs an adequate vocabulary, a command of basic punctuation and grammar, and skill in written and oral expression” (Guffey, Rogin, & Rhodes, 2011, p. 12).

3.2. Developing Cultural Skills to overcome Cultural Barrier

Cultural skills are the basic awareness skills regarding the existence of different cultures and that no cultures are alike. Cultural skills include the ability to understand and recognize the cultural differences and accept them to promote a healthy cross cultural communication. This requires being proactive to learn various customs and traditions of different business cultures and being adaptable to manage cultural business expectations.

3.2.1. Training and Awareness Programs:

Stereotypes, prejudices and discrimination at work places which arise due to non acceptance of an individual belonging to a certain culture can be overcome through training and awareness programs and education can be imparted on discriminations and its impact on employees and organisation. Employees who adhere to such negative practices can be motivated to develop emotional intelligence and other people skills which will be a positive support on avoiding discrimination. Emotional intelligence supposedly will change the mindset of people and will help identify an individual not by the race, gender, colour, but as an individual, a human being. Employees will learn to believe that not everyone has same beliefs or thoughts and that everyone has self respect and deserves equal opportunity. Through these drills and trainings employees will gain knowledge of creating and accepting divergence and overcome discrimination.

3.2.2. Mutual Respect

Mutual respect for each other in the workplace is another tactics to build cordial relationship with each other. Respect for gender, race, culture negotiates social and professional interaction. Often employees get

judgemental and deliver partiality, inequality and remain obnoxious towards differences which they themselves have created. Disrespect for co workers of any grounds, ethnicity, gender, race or age is disruptive. Randy Hodson claims “the essential meaning of dignity that emerges includes both inherent human rights such as protection from abuse, and earned aspects of dignity based on taking valued actions.” (Hodson 2001, p.22) Every employee is inculcated with rights to respect and every employee has rights to fight for his rights if abused. Hence no employee has any right to disrespect or hurt the dignity of his or her co workers considering and analysing the dignity which is essential for worthwhile living. Gdykunst asserts,

“Respect and acceptance are expressed in everyday mundane exchanges , such as requests for more information or expressed curiosity to learn about the other, and contribute positively to establishment of and intercultural friendship.” (Gudykunst, 2003, p. 230) this has already been mentioned in 1996 by Chen, Isa and Sakai.

3.3. Emotional Intelligence, Assertiveness & Teamwork to overcome Interpersonal Barrier

“Interpersonal skills are generally considered to include a wide range of skills, such as communication skills, emotional intelligence, team working, assertiveness, negotiation, persuasion and influencing skills, conflict resolution and mediation, problem solving and decision making” (<https://www.skillsyouneed.com/interpersonal-skills.html>). Emotional intelligence is the key factor to leading success both in personal and professional lives. If business organization is to survive and succeed everyone in the business organization must nurture emotional intelligence. Recognizing the emotions of others and comprehending one’s own emotions and its effect on others can lead to better relationships. Likewise, assertiveness is another ability to communicate rightly without any implementation of aggressiveness in behavior. However, this ability also encourages and acknowledges others point of view hence promoting a better understanding among each other. Effective team work is the need of hour and business organizations ensure that they practice team work for better productivity which is largely dependent on the communication skills among the team members and also with other team members. Each of the abilities is as requisite and crucial in business organization and the praxis of each is the key to success. Let us understand as to how each of these parameters affects communication and interpersonal skills in organizational effectiveness.

3.3.1. Emotional Intelligence

The term ‘Emotional Intelligence’ was coined by Peter Salavoy and John Mayor in 1990 and was popularized by Daniel Goleman in 1996 in his book “Emotional Intelligence: Why it can matter more than IQ”. Emotional Intelligence is an ability to recognize, analyze and understand emotions not only of one’s own but also of others. People with high degree of emotional intelligence are more stable, distinct and can control over any situations in life. They are more prolific and content. They are good listeners and they know exactly how their emotions are going to affect people around them. Such people value relationships and they tend to prosper in their life. In his book Goleman states

“People with well- developed emotional skills are more likely to be content and effective in their lives, mastering the habits of mind that foster their own productivity; people who cannot marshal some control over their emotional life fight inner battles that sabotage their ability for focused work and clear thought.” (Goleman, 1996, p.36)

People with good EI can relate well with people hence building a relation of trust and confidentiality because they have a complete control over their own feelings and they understand equally well what their

feelings mean. The comprehension of their own feelings opens a gateway to maintain peaceful relations with others. Goleman introduced five major key skills of emotional intelligence and believed that one that has conquered over these five components of emotions tend to be effective leader and an unprecedented personality. To be distinct, unparalleled and a master of emotional skills one is required to follow, feel and formulate the basic skills prescribed by Goleman. The skills include self awareness, self regulation, self motivation, empathy and social skills. Much of the succeeding authors all over the world applied Goleman's idea of the five supporting skills to emotional intelligence which was included in their books.

Self Awareness: Self awareness is an ability to be aware of one self. This suggests the ability to recognize and understand one's emotions, feelings, tempers, moods, drives, mindset, outlook, perceptions, beliefs and overall any state of mind confided to different situations. Diamond asserts self awareness as

“The journey to discover the essence of one's authentic self. Once a person is able to grasp the core of who they really are, their true divine nature, they can allow that knowing to empower them to make vital evolutionary leaps”(Diamond, 2010, p. xi).

Self awareness is also an ability to identify and inspect one's strengths and weaknesses, fears and anxieties. Dalton, Hoyle and Watts provide strategies one can attain to improve self awareness. They write, “Being aware of your own perceptions and what influences them is extremely important. With this awareness, you can withhold judgments until you have analyzed a situation. You can ask yourself why you are feeling the way you are, whether your feelings are justified, and whether you should act on those feelings” (Dalton, Hoyle, & Watts, 2011). One achieves emotional maturity when one opts to reacts in a certain way at a certain situation. This further leads to monitor own perceptions and also helps to comprehend the perspectives of others in viewing things. In business many times employees feel neglected, harassed, disappointed over daily issues. Their confidence level is challenged and they feel weak because of criticisms, incivility and other forms of unfavorable situations. The original self gets lost and they fail to recognize their strengths and weakness. Self awareness supports employees to gain back their own emotions and have complete control over them thus not getting enfeebled or frailed by others perception.

Self Regulation: Once an individual has complete control over emotions this is when self regulation comes to play a vital role. While practice and exercitation can promote self awareness, the ability to reroute disturbing and unsettling drives and emotions is also imperative. A great deal of loss happens due to lack of control over thoughts and impulses. Sometimes situations can be adverse and irrelevant. Self regulation fosters in guiding our behaviors by keeping our mind away from unnecessary interference to the healthy self awareness. “Self regulation refers to self generated thoughts, feelings, and actions that are planned and cynically adapted to the attainment of personal goals” (Boekaerts, 2010, p. 14). The necessity to regulate only certain kinds of emotions or behaviors while not wanting to mold other kinds solitarily depends on the emotions and behaviors which create unfavorable ambience. This relates to the feedback of prior situations and their consequences. Hence, self regulation is a cyclical process interdependent on the phases, consequences, feedback and personal experiences. Self regulation in business scenario governs certain emotions and behavior which brought terrible outcomes in the previous circumstances just bringing into control the behavior at present.

Self Motivation: The impulse which assists in our personal development of emotions and behavior to achieve and accomplish our aims and objectives, the strong drive which propagates a step to move further

ahead, the positivity which generates to do something fruitful are all included in self motivation. Business world is full of stress, some controllable, some uncontrollable, some fathomable, other unapproachable or unavoidable. But they exist wholly and stir an individual's mind, body and soul massively. Some stresses can lead to psychological dilemmas, forceful resignations, harm to self esteem and the list is endless. Out of all possible happenings in business land self motivation remains an adaptive measure to inherit pleasure, comfort and satisfaction. Self motivation becomes the key to all the problems. Self motivation can encourage employees the need to be committed towards work through self management training. "Here the participants learn how to direct their behavior toward desired goals by using behavioral techniques such as self-monitoring, goal setting, self reinforcement (...)" (Cherniss & Goleman, 2001, p. 216). This has already been cited by Frayne and Geyringer in 2000. Some other important methods or techniques to achieve self motivation at work place and to make a work place entirely emotionally intelligent are achievement motivation trainings where the employees are driven "by engaging in a number of different exercises" (216) which was result oriented. Understanding the needs of the employees at work place also accelerates motivation in them to do their jobs sincerely.

Empathy: Being empathetic is the ability to feel and sense what others are feelings. This ability makes them understand the others perceptions or understandings to different things. Here the individuals put their shoes in others feet and perceive their outlook. Empathy benefits to relate a large number of people. In business organizations when employees relate to each other and understand each other's problems, the relationships gets fine-tuned and a lot of problems get solved nurturing great harmony among each other. Empathy is a skill to build rapport among others. Byam in the book "The Wow Workplace" cites Goleman as he conveys "empathy is actually a form of recognition that speaks to the whole person rather than merely to the employee of an organization." (Byam, 2008, p.61). Good listening skills and empathy facilitates constructive responses towards conflict resolution and conflict prevention at work places.

Social Skills: Social skills are special abilities or excellence in maintaining relationships and building rapport and networks with others. These skills help individuals be social and find a common ground where they can jointly communicate, share information, solve problems, meet the needs of each other, persuade, connect and assess each other with positive and constructive feedback and so on. Social skills otherwise known as people skills are inexorable formula to success. The entire business world runs based on people skills. Berman and Berman define people skills as

"the ability to deal with people in different situations, to recognize these situations, and have a broad set of skills and to know when and how to skillfully use these skills with regards to impacts on job performance, well being and career." (Berman & Berman, 2012, p. viii)

The five components of Emotional Intelligence prescribed by Daniel Goleman are interdependent on each other. Self awareness helps to know and recognize one's internal self, including one's strengths, weaknesses, challenges and fears. This opens the door to Self regulation which assists in regulating or conditioning one's emotions or behavior based on previous circumstances and consequences. The third skill of self motivation is goal driven or an impulse to change self mindsets. Empathy is the outcome of self motivation where an individual learns to comprehend others views or perception by developing a sense of being compassion. This accelerates social skills which fosters better relationships with others.

3 3.2. Assertiveness

Assertiveness is a specific behavior one poses to communicate confidently. When one is assertive one communicates the thoughts, opinions, feelings very honestly, assuredly and at the same time and in a way not to disrespect or harm anybody's sentiments. Sometimes it becomes difficult to say a 'no' to others as we do not intend to offend them as it may hamper our relationships or position but an assertive person can speak a 'no' confidently and in a way to create a 'win-win' situation with everyone concerned. Assertive behavior doesn't demand the need to be understood or recognized rather it presents a conversational tone which is clearly understood. Assertive people maintain a balance between their perspectives and can receive the perceptions of others equally well at the same time. Such people carry a strong personality and deliver a high performance in their attitude and their communication is straight-forward, honest, direct and open. Assertive people have a strong sense of self-respect and they usually protect, preserve and support their rights. They wait for the right time to speak and when they speak they make themselves clear at one go which doesn't require further clarifications. "An assertive approach helps build mutual respect, strengthen relationships, and create a perception of decisiveness"(Silber, Foshay, & Staff, International Society for Performance Improvement, 2009, p. 651).

An assertive behavior can best be understood when compared with other forms of behavior like passive behavior and aggressive behavior. People with passivity are slow speakers. They lack confidence and self esteem. They cannot communicate well or present their views and opinions appropriately and tend to get too agreeable with others point of views. They show little or no expression and lack eye contact. Aggressive people are dominating and "feel they always have to win and make decisions that do not consider the rights or views of others" (651). They are intimidating and generally very unwilling to compromise. They barely accept their mistakes. "These are the people who are found to affect entire organizational culture in most negative way. They can do anything or go any extent to beat others and prove themselves the best performers regardless of how competent they are to perform required tasks", (Husain, 2014, p.114) writes Husain in the book 'Emotional Intelligence for Emerging Leaders and Entrepreneurs'. Hence assertive people keep discussions to the point and treat everyone equally. This attitude fosters them to reach their goals easily.

3 3.3. Teamwork

A group of people working for one common goal is a team. Today many organizations around the world believe that much of their success is dependent on teamwork. Working with a team is an individual skill, a skill which requires thinking more about the team than self.

"When a team is properly formed, developed, and managed, it can produce incredible results. For example, teams can achieve larger, more complex goals than a single person or group can. Teams can also increase cooperation among competing groups. However, successful teamwork is not automatic, nor is it as easy as it might seem. Building effective teams takes ongoing effort and commitment" (Butterfield, 2016, 8).

In a team the members are required to share information with others accepting the fact that the information can make a team win and not only the member. Giving constructive feedback, acknowledging other team members on their success, recognizing the credibility and talent of others, supporting team members whenever in need are few of the qualities which team members should follow for a successful teamwork.

Today many organizations are also trying various tools under different training programs to improve teamwork like crew resource management training. Wheelan considers this training program as a special training strategy to foster teamwork. Wheelan writes,

“The unique aspect of this training strategy is that it teaches the team to adapt coordination strategies and reduce explicit communication under periods of high stress. In addition the team is taught to use downtime to plan and strategize for future performances”(Wheelan, 2005, p.420).

Researches and surveys claim that there was a fabulous increase in performances within the team because of this training strategy.

CONCLUSION

This paper studied the importance of communication and interpersonal skills in business organizations and the barriers which completely block communication and restrains working relationships among the employees. This paper also studied in details the textures of the most common barriers in business and provided tactics and strategies to overcome them. The tactics endow with essential knowledge and real business which enrich the ability of the employees to think, act and put into praxis further providing insight to business communication. Communication and interpersonal skills are indispensable essence of business organization and business organization break to a complete failure if the tactics and praxis are not adhered to. These tactics can benefit everyone associated in business organizations to deepen the ways and means to communicate more effectively, recognize others perceptions, build rapport and network, respond constructively, encourage abilities to examine positively employees from different cultures and many more. Hence, the tactics and praxis to effective business communication through communication and interpersonal skills allows having a broader outlook and behavior further providing mutual growth and benefit to the employees and the organizations.

REFERENCES

- 2011-2017, (C. (n.d.). Interpersonal Skills. Retrieved December 25, 2017, from <https://www.skillsyouneed.com/interpersonal-skills.html>
- Barker, A. (2000). *Improve your communication skills*. London: Kogan Page.
- Berman, E. M., & Berman, D. (2012). *People skills at work*. Boca Raton: CRC Press.
- Better, S. J. (2008). *Institutional racism a primer on theory and strategies for social change*. Lanham: Rowman & Littlefield Publishers.
- Boekaerts, M. (2010). *Handbook of self-regulation*. San Diego: Academic Press.
- Byam, M. (2008). *The wow! Workplace*. Grand Rapids, MI: The Terryberry Co.
- Cherniss, C., & Goleman, D. (2001). *The Emotionally Intelligent Workplace: how to select for, measure, and improve emotional intelligence in individuals, groups, and organizations*. San Francisco: Jossey-Bass.
- Dalton, M., Hoyle, D. G., & Watts, M. W. (2011). *Human relations*. Australia: South-Western Cengage Learning.
- De Janasz, S. (2012). *Interpersonal skills in the organization*. New York: Mc Grow Hill Irwin.
- Diamond, E. (2010). *7 mindsets to master self awareness*. Bloomington: Author House.
- French, R. (2015). *Cross-cultural management in work organizations*. London: Chartered Institute of Personnel and Development.
- Goldberg, D. M., & Rosenfeld, M. (2014). *People-centric skills interpersonal and communication skills for auditors and business professionals*. Hoboken, NJ: Wiley.

- Goleman, D. (2010). *Emotional intelligence: why it can matter more than IQ*. London: Bloomsbury.
- Gudykunst, W. B. (2003). *Cross-cultural and intercultural communication*. Thousand Oaks: Sage Publications.
- Guffey, M. E., Rogin, P., & Rhodes, K. (2011). *Business communication: process and product*. Toronto: Nelson Education.
- Hayes, J. (2004). *Interpersonal skills at work*. London: Routledge.
- Husain, S. (2014). *Emotional Intelligence For Emerging Leaders And Entrepreneurs - Illustrating The Fortune Giants*. S.L.: Partridge Publishing.
- Jackson, J. (2014). *Introducing language and intercultural communication*. London: Routledge, Taylor & Francis Group.
- Koneru, A. (2008). *Professional communication*. New Delhi: Tata McGraw-Hill.
- Kramsch, C. (1998). *Language and culture*. New York, NY: Oxford University Press.
- Krizan, A. C. (2011). *Business communication*. Australia: South-Western Cengage Learning.
- Kumar, R. (2010). *Basic business communication: concepts, applications and skills*. New Delhi: Excel Books.
- Rodrigues, M. V. (2013). *Effective business communication*. Place of publication not identified: Concept Publishing Co.
- Rogala, A., & Bialowas, S. (2016). *Communication in Organizational Environments Functions, Determinants and Areas of Influence*. London: Palgrave Macmillan UK.
- Rouse, M. J., & Rouse, S. (2006). *Business communications: a cultural and strategic approach*. London: Thomson Learning.
- Silber, K. H., Foshay, W. R., & Staff, International Society for Performance Improvement. (2009). *Handbook of Improving Performance in the Workplace, Instructional Design and Training Delivery*. Somerset: Wiley.
- Sommers, M. A. (2008). *Great interpersonal skills*. New York: Rosen Pub.
- Thompson, S. (2006). *Communicate in the workplace*. Chatswood, N.S.W.: Software Publications.
- Wheelan, S. A. (n.d.). *The handbook of group research and practice*. Thousand Oaks: SAGE Publications.
- Worth, R. (2004). *Communication skills*. New York: Ferguson.