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THEME: RELATIONSHIP BETWEEN THE ROLE OF ORGANIZATIONAL COMMUNICATION AND ORGANIZATIONAL CULTURE: CASE STUDY - CEDECA[1]

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1. Essay from a scientific article designed by Raimundo Alfândega Mateço, Post-Doc. in Economics and Strategic Management, PhD in Business Administration and Management

Abstract: The research sought to understand the relationship between the role of interpersonal communication and organizational culture at CEDECA. The question that guided the work was to what extent does the role of interpersonal communication relate to CEDECA's organizational culture? However, the study is of a mixed nature. The data collection techniques were semi-structured interviews. Twenty employees were interviewed, of both sexes. The data was processed using SPSS and content analysis. The study was based on Elton Mayo's Human Relations Theory. The results revealed that the company's interpersonal communication is positive. In order to maintain communication, the company runs training programs to improve behavioral skills among employees, partners and clients. In conclusion, the organizational culture is characterized as positive because it is aligned with the institution's mission, vision, values and objectives. The relationship between the role of interpersonal communication and organizational culture is good, and has conditioned healthy relationships that have impacted on a good image and growth in creativity by 22%, productivity by 70% and a reduction in work conflicts by 8% over the last two years at the institution.

Keywords: Organizational Communication, Role of Communication, Interpersonal Communication, Organizational Culture, CEDECA.

INTRODUCTION

The work is part of the New Context of Organizations and Innovations module of the Master's Degree in Human Resources Management, the theme of which is: Relationship between the Role of Interpersonal Communication and Organizational Culture: case study: CEDACA.

In many organizations, the relationship between interpersonal communication and organizational culture, when positive, is typified as one of the determining factors in creating a harmonious organizational climate, which in turn will directly influence employees to take ownership of the organizational culture, and thus generate the more comprehensive results that the institution expects, and when negative, its effects can be detrimental to the organization.

As yet another scenario in the unfolding of human roles, organizations offer countless communication possibilities at the same time, and for their survival and improvement they depend on increasingly clear, reliable and appropriate communication processes.

These communication processes are not only ways of perpetuating and disseminating the company's culture, passing on to its members the correct and valid standards for structuring work, solving problems and interpersonal relationships, they are also pragmatic ways of establishing and enforcing objectives and goals. In reality, when structuring a work group, what is organized is the flow of information relating to the company's processes aimed at achieving its objectives. (CASADO, 2002).

Thus, the development of the Human Resources area reveals a function that originated and evolved as a response to historical conditions, undergoing profound transformations linked to the world of work, to the contextual factors of the late 19th and mid-20th centuries that are determined by its dynamics (PEDRO, 2005, p.82).

Thus, managing human relations has been one of the great challenges for managers, because human beings are endowed with feelings and emotions that can sometimes have a negative influence on the company's image and objectives.

It is in this vein that we seek to understand the relationship between the role of interpersonal communication and organizational culture. It is in this context that the following question arises: To what extent does the role of interpersonal communication relate to organizational culture at CEDECA?

As for the objectives, it seeks to describe CEDECA, the profile of the interviewees, interpersonal communication at CEDECA, CEDECA's organizational culture and, finally, to relate the role of interpersonal communication and organizational culture at CEDECA.

The research in the module is justified as it will enrich the existing literature that directly or partially addresses the relationship between the role of interpersonal communication and organizational culture.

For the company, manager and employees, it will help to take an X-ray of the stage of interpersonal communication versus organizational culture, in order to identify the positive and negative aspects that need to be improved in the company, given that the two variables under analysis play an important role in achieving CEDECA's objectives, from relations and appropriation of the organizational culture by employees.

For society in general, which seeks services, it will be provided with excellent and humanized services, based on the assumption that assertive communication directly influences the assimilation of the company's culture, regardless of the position someone holds, because with efficient communication, company and customer relations become more fluent.

The study was based on the mixed method. It combines qualitative and quantitative research methods, i.e. it combines percentages with the perceptions of interviewees that cannot be quantified.

To collect the data, we used bibliographical and documentary research and semi-structured interviews. The semi-structured interview, in particular, was very crucial in that it allowed us to ask questions without following a predefined script. To this end, a questionnaire was drawn up.

The sample consisted of 20 CEDECA employees, 12 men and 8 women. This number was not predefined, but rather the number of those who were most accessible and willing to be interviewed.

As far as data analysis is concerned, the data was organized using the technique of grouping content according to its specificity. They were then processed using SPSS combined with the content analysis method.

A BRIEF CONCEPTUAL AND THEORETICAL FRAMEWORK

COMMUNICATION

The concept of communication is very controversial, as it is discussed in many fields of knowledge, such as linguistics, phonetics, communication theory, semantics, psychology, sociology, mathematics and quantitative methods. This makes it difficult to discuss and choose applicable definitions (CASADO, 2002, p.272)

According to Teixeira (2013), communication is the process of transferring information, ideas, knowledge or feelings between people.

Along the same lines as Teixeira (2013), Casado argues that communication includes the transfer and understanding of meanings, corresponding to the notion of what is to be transmitted, whether through words, gestures or signs. Therefore, "there is no interaction and no group without the transmission of meanings in communication" (CASADO, 2002, p.272).

The author goes further, emphasizing that communication implies the relationship between the party that transmits and the party that understands, because as long as it is not transmitted and understood by others, a great

idea is nothing more than something useless, based on the assumption that communication also means sharing.

Communications made it possible for the social units of small groups to develop into towns and cities. All the techniques underlying communication processes have changed the patterns of the world. The development of language has undoubtedly contributed to human evolution, favoring survival (CASADO, 2002, p.272).

Bordenave (1982.p18) quoted by Ramos (2003) goes so far as to say that "Communication is confused with life itself", because the awareness one has that communication is happening all the time is similar to the awareness one needs to breathe. For man to become a "social man", he basically needs to communicate.

In business organizations, communication processes are not just ways of perpetuating and disseminating the company's culture, passing on acceptable and validated standards for structuring work, solving problems and interpersonal relationships.

They are also pragmatic ways of establishing and enforcing objectives and targets. In reality, when structuring a working group, what is organized is the flow of information relating to the company's processes aimed at achieving its objectives (CASADO, 2002).

INTERPERSONAL COMMUNICATION

Interpersonal communication is essentially an interactive and didactic process in which the sender constructs meanings and develops expectations in the receiver's mind. The historical approach to media is therefore one of the ways to better understand the development of man's relationship with communication (SOUSA, 2003).

CULTURE

The word "culture" did not originally emerge within management theory; on the contrary, it is older. In Roman society, the Latin expression colere referred to the cultivation of products related to the land, education, the development of childhood and caring for the gods.

This meaning has changed over the years, but some ideas remain today. Thus, the term culture can be understood at different levels of manifestation, such as the culture of a people or a country (CASADO, 2002, p. 283).

In the context of mercantilism and imperialist expansion, the concept of culture was used to understand the customs, language, beliefs and myths of different peoples in order to establish commercial relations and relations of domination.

Thus, for Taylor (n.d.) quoted by Casado (2002), culture is "a total complex of knowledge, beliefs, arts, morals, laws, customs and any other skills and habits acquired by man as a member of society".

ORGANIZATIONAL CULTURE

The concept of organizational culture abandons the socio-cultural context as the origin of the phenomena under study and turns to the interior of organizations and corporations (CASADO, 2002).

Every organization has its own organizational culture or corporate culture. To get to know an organization, the first step is to get to know its culture. Being part of an organization means assimilating its culture. To live in an organization, to work in it, to act in its activities, to develop a career in it, is to participate intimately in its organizational culture.

The way people interact in an organization, the prevailing attitudes, underlying assumptions, aspirations and issues relevant to interactions between members form part of the organization's culture.

Organizational culture represents the informal and unwritten norms that guide the behaviour of the members of an organization on a day-to-day basis and that direct their actions towards achieving the organizational objectives.

Organizational culture can thus be defined as a set of values, beliefs and habits shared by the members of an organization that interact with its formal structure, producing norms of behaviour (TEIXEIRA, 2013, p. 275).

For Schein (2001), organizational culture is the set of basic assumptions that a group has invented, discovered or developed when learning how to deal with the problems of external adaptation and internal integration, and which work well enough to be considered valid and taught to new members as the correct way to perceive, think and feel about these problems.

Organizational culture is not something you can touch. It is not perceived or observed in itself, but through its effects and consequences. In this sense, it resembles an iceberg, where at the top, above the water level, are the visible and superficial aspects that are observed in organizations and which are the result of their culture.

Mateço (2023), in turn, agrees with Teixeira's view (2013), as he looks at organizational culture from the same perspective, claiming that it is the set of habits, beliefs, values and traditions, interactions and social relationships typical of each organization.

According to Robbins (2009), organizational culture refers to a system of values shared by members that distinguishes one organization from the others. In other words, each organization is different in terms of its values, its own way of working and cannot be copied.

HUMAN RELATIONS THEORY

In contrast to the previous school, researcher Elton Maya and his followers introduced the human element into the organizational perspective, forming the foundations of the human relations movement from the 1930s onwards. "Homo Economicus" gave way to "Homo Social", which began to present man as a being whose behavior could not be portrayed by simplistic and mechanistic models (MOTTA, 1994).

This shift in the position of man in organizational studies was brought about by the development of the behavioral sciences, for which Maya was credited with importing his knowledge into administrative practice. It is also notable that the context of the 1930s, a time of great capitalist collapse, lowered the guard of the theories that had hitherto been indisputable, which, shaken, allowed new administrative solutions to emerge (MOTTA, 1994, p. 22).

The School of Human Relations then came up with a new proposition regarding organizational efficiency, presenting social demands, later hierarchized by Maslow, as conditioning factors for worker efficiency. This established a concern with employee motivation as a way of guaranteeing greater efficiency for the organization.

The repercussions of this new approach on the role of decision-making led to a recommendation for democratic leadership, in which participation in decisions was encouraged. It was thought that "man could not be forced to carry out tasks whose purpose he did not know; on the contrary, he should participate in the very decision that gave rise to the task he had to carry out" (MOTTA, 1994, p.24).

However, from this perspective, this current has been criticized for the illusory nature of participation in decisions, which would be a way of making subordinates accept decisions previously made, due to an illusion of

participation and power. Delegation of authority would only take place in order to decide matters that are indifferent to senior management (MOTTA, 1994).

PRESENTATION AND DISCUSSION OF RESULTS

CEDECA

The Centro de Estudos de Desenvolvimento Comunitário e Ambiente da Universidade Pedagógica, hereinafter referred to as CEDECA, is a permanent scientific research unit that aims to promote and develop scientific research, training actions and activities to provide specialized services to the community in the fields of Environment, Territorial Planning and Community Development.

Its headquarters are in the city of Beira, Rua Mouzinho de Albuquerque nº 1288, Casa Nº 889, Telefax: 23326658, E-mail:*cedeca@ up.ac.mz* . Its mission is research for development in rural areas, and its vision is to lead community and environmental development in Mozambique.

SOCIO-DEMOGRAPHIC PROFILE OF CEDECA EMPLOYEES

Of the 20 interviewees, 12 were male and the remaining 8 female, as shown in the table below:

Sex	No. of interviewees
Male	12
Female	08
Total	**20**

Source: Adapted by the author (2024)

On the one hand, this representation of men compared to women shows that women have always been seen as fragile human beings, and that their work is limited to the domestic sphere, as shown by the theory of the social division of labor defended by Durkheim (2003).

On the other hand, it is clear that the activities carried out at CEDECA are eminently male, insofar as they require superior academic skills, which are considered to be peculiar to men when compared to women in Mozambique, although women tend to gain visibility these days in all sectors in the country.

INTERPERSONAL COMMUNICATION AT CEDECA

Man is a social being, so he has particularities when it comes to the way he thinks, feels and acts in the external world, as Durkheim (2003) points out. As such, he needs to socialize in different social spheres with others through interpersonal communication, enabling a harmonious social atmosphere, because without an effort, the tendency is for conflicts and disagreements to gain ground, affecting the quality of life of social actors.

This reality is also found within CEDECA, as it is made up of people who collaborate towards the same goal based on positive interpersonal communication, as we can see in the table below:

Interpersonal Communication at CEDECA

29% | 71% | ■ Positive Relationship ■ Negative Relationship
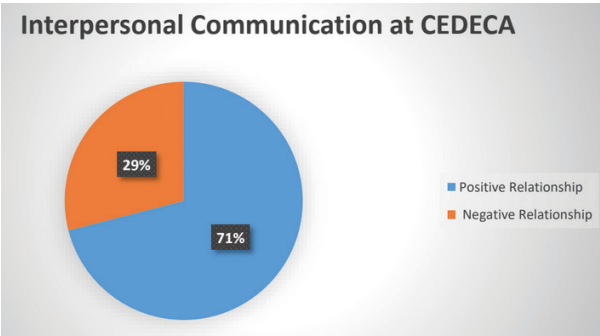
Source: Adapted by the author (2024)

These indices show the concern of CEDECA's managers in monitoring interpersonal relationships between their employees, because, according to Marchiori (2001), today's organizations avoid at all costs being harmed by situations caused by conflicting relationships, so they seek first to identify the variables that

may influence employee relationships, in order to maximize the possibility of the company being harmed.

According to Robbins (2009, p.225), "to communicate effectively, we must understand that we are all different in the way we see the world, and use this understanding as a guide for our communication with others".

Maintaining good interpersonal relationships in any company requires self-knowledge, knowledge of others and, above all, the development of skills that make it possible to socialize and work as part of a team.

At CEDECA, in particular, training programs are developed to improve behavioral skills among employees, partners and clients, as illustrated in the table below:

Programs	Frequency	Target Group	No. Total
Active listening	1 time	All employees	1
Corporate social	2 times	All employees	2
Humanization	1 time	All employees	1
Total			**4**

Table 5: Education and Training Programs

Source: Adapted by the author (2024)

These programs demonstrate the permanent maintenance of interpersonal relationships at CEDECA, in a context where building positive interpersonal communication is seen as the iceberg of any organization, because developing these connections paves the way for success on the one hand for the employees and on the other for the company, thus ensuring greater productivity, engagement, satisfaction and unity.

This reality converges with Elton Maya's theory, as he defends the need to humanize administration, focusing on the people in the organization and not just on the tasks or the organization itself (MOTTA, 1994).

ORGANIZATIONAL CULTURE AT CEDECA

It is essential to clarify that the culture of organizations is designed by the founders, and it is they who establish the way of acting, above all the way of carrying out the work, which facilitates the participation of employees.

Thus, when the organization gains visibility and strength in the market, the vision of the founders becomes a pillar of success (ROBBINS, 2009, p. 381). This makes it clear that organizational culture is not a "marketed product", but one that is built on imposed tradition

Since organizational culture is the company's way of thinking that is appropriated and shared by employees, it generates desired results and retains talent.

When CEDECA employees were asked, they said that the culture was positive because it was associated with the institution's mission, values, vision and objectives, and this helped to align the attitudes and, above all, the behavior of the employees, as we can see in the table below:

Organizational Culture at CEDECA
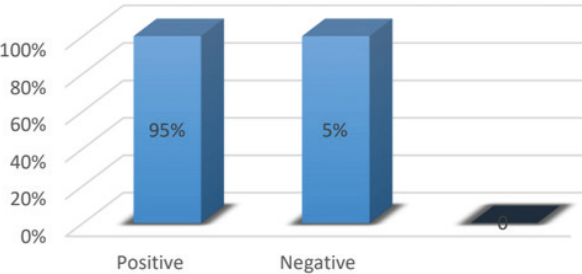
Source: Adapted by the authors (2024)

This graph shows us that the values and beliefs established by CEDECA guide the behavior of employees, so the culture is strong and positive. Some parts of the institution are always informal and inspiring, with flexible working hours and the possibility of working remotely on certain days, which encourages creativity and motivation.

Although it is positive, the 5% who consider it negative and out of step with the institution should not be overlooked, as it is an indicator that shows that the employee is not obliged to do a task that is not provided for in the institution's culture.

This point converges with Elton Maya's theory of Human Relations, since it advocates that "man could not be forced to carry out tasks whose purpose he did not know; on the contrary, he should participate in the very decision that gave rise to the task he had to carry out" (MOTTA, 1994, p. 24).

But it is crucial that culture adjusts to social dynamism in order to respond to current needs, even though this is very difficult to do.

RELATIONSHIP BETWEEN THE ROLE OF INTERPERSONAL COMMUNICATION AND ORGANIZATIONAL CULTURE AT CEDECA

It is known that managing staff is one of the most challenging tasks in many companies, but when the culture of the organization is known and appropriated by everyone, interpersonal communication becomes harmonious and beneficial for both the employees and the company, as it creates a healthy working atmosphere and this fosters the company's good image, above all, the growth of creativity, production and reduction of work conflicts, as we can see in the table below:

As we can see from the table, in the last two years CEDECA has seen a significant increase of 22% in creativity, productivity has increased by 70% and labor conflicts have been reduced by 8%. These indicators show a great deal of improvement in the performance of managers and employees compared to previous years, above all in the results expected by the institution, because employees don't do what they want, but rather follow an established policy of conduct. And to this end, interpersonal communication helps and aligns employees to achieve the company's goals.

As Elton Maya shows in his theory, human relations in organizations are concerned with employee motivation as a way of ensuring greater efficiency for the organization (MOTTA, 1994). Associating this view with the case study, it is clear that organizational culture and communication also determine how employees relate to each other and to the company and customers.
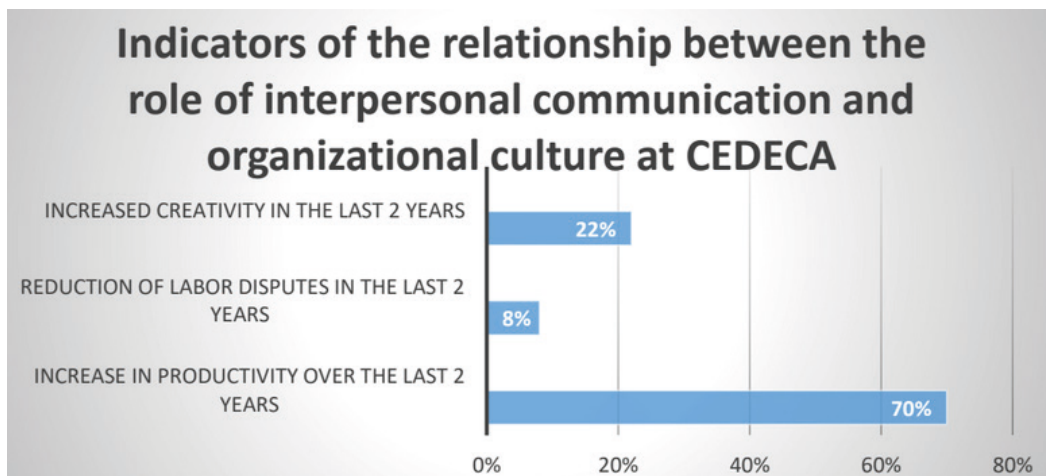
FINAL CONSIDERATIONS

CEDECA is a permanent scientific research organization that aims to promote and develop scientific research, training actions and activities to provide specialized services to the community in the fields of Environment, Territorial Planning and Community Development.

The sociodemographic profile is quite heterogeneous, with a majority of men having a higher level of education than women.

The company's interpersonal communication is described as positive. In order to maintain communication, the company develops training programs to improve behavioral skills among employees, partners and clients. The organizational culture is categorized as positive because it is aligned with the institution's mission, vision, values and objectives.

As far as the relationship between the role of interpersonal communication and organizational culture is concerned, it is at a good stage, in that it has conditioned healthy relationships that have had an impact on increasing creativity by 22%, production by 70%, and work conflicts by 8%.

It can be concluded that interpersonal communication and organizational culture are important and indispensable elements for an organization's image and growth, which is why interpersonal communication has a positive impact on 's organizational culture.

Indicators of the relationship between the role of interpersonal communication and organizational culture at CEDECA

INCREASED CREATIVITY IN THE LAST 2 YEARS — 22%

REDUCTION OF LABOR DISPUTES IN THE LAST 2 YEARS — 8%

INCREASE IN PRODUCTIVITY OVER THE LAST 2 YEARS — 70%

Source: Adapted by the group (2024)

CHALLENGES

Although the institution has evolved, there is a need to focus on giving women the opportunity for academic training so that they are on an equal footing with men when it comes to tasks and, above all, when it comes to applying for management positions.

• Create a policy of gender equality and academic training for women;

• Updating the organizational culture, in other words, in addition to focusing on rural communities, it should also develop lines of research focused on cities.

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