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Psychological features of the communicative behavior of the company's employees

Abstract. *The first goal of the study is a theoretical and experimental study of the psychological characteristics of the communicative behavior of employees of a private company. The second goal of this study is to identify possible links between tolerance and communication. The work used the method of communicative and organizational inclinations (methodology of COIV.V.Sinyavsky and B.A. Fedorishin), and to identify tolerance - the method of diagnosing general communicative tolerance (V.V. Boyko). Employees of a private company have a more tolerant communication behavior compared to a public one. And also a connection was established between organizational skills in communication and tolerance, and the fact that there is no difference in the communication and organizational skills of employees of a private and public company. But at the same time, there is a significant difference in tolerance. Communicative behavior among employees of private and public companies has its own characteristics. Tolerance is a personality characteristic that manifests itself in the interaction of the subjects of the educational process and is expressed in the understanding, acceptance and recognition of the other. Considering all the results, we can come to the conclusion that communicative tolerance is a professionally significant quality for a good employee. In addition, communicative tolerance is manifested as the ability to interact and communicate with other people.*

Keywords: *communication; communicative behavior; tolerance; communicative tolerance.*

DOI: <https://doi.org/10.32523/2616-6895-2022-140-3-326-337>

Introduction

The globalization process of the modern world requires effective interaction and communication in the workplace. And this has led to significant interest in communicative behavior, techniques, and the effective use of verbal and non-verbal language in communication. Effective communication is critical for any company and can help it in many ways. And we understand that communication plays an important role in

product development, as well as in customer relations, human resource management - in almost every aspect of a company. And company employees are a key audience because they often serve as a guide to other audiences. If company employees are properly informed and involved, bonds with other groups will also be strong [1].

Effective communication builds strong relationships. To build effective communication, it is important to understand the role of employee trust. Since trust and loyalty are key

factors in any relationship, both are supported by communication designed to meet individual needs, convey important messages and provide positive and constructive feedback. Strong relationships with external audiences also facilitate effective communication about the company's products, services, culture and values.

American communication philosopher Lee Thayer argues that communication and energy functions are two main elements in our life. And communication affects life in the same way as nutrition or health [2]. Therefore, we must know well what communication is. Communication is the process by which information is transferred between sender and receiver [3].

Without communication in the workplace, nothing would be achieved, since communication is an important factor, if it were not there, employees could not give instructions, and equipment and materials could not be ordered, most importantly, progress would be impossible to measure and products, services might not be delivered to customers.

According to Drucker (1954), the five management functions — planning, organizing, staffing, directing, and controlling — all depend on communication. In fact, in surveys of highly successful companies across the country, the ability to communicate effectively with customers and employees was identified as the most important skill required by company employees. [fourteen] According to Thomas J. Lee (2004), the primary goal of company communication is to empower and motivate all employees to pursue their strategic vision.

It is very important for a company employee to be able to quickly send, receive and understand strategically important information. Communication can proceed in three directions: down, up and horizontally. [4, P. 261]. There must be an effective balance between downstream and upstream communication [5]. Communication must be a peer-to-peer process between sender and receiver for the message to be successful. Communication does not take into account the size of the organization, as communication even in small groups is a two-way communication [6].

For many years, companies have focused on "customer service". It was only recently that they

began to pay the same attention to employees, realizing that employees have more to do with the success of a business than a group of customers. Research by consulting firm Watson Wyatt has shown that communication with employees is no longer a "soft" function, but rather a business function that determines productivity and contributes to the financial success of a company [7].

And that's why we understand the importance of internal communication in the company. Internal communication is an essential tool for creating a clear and accurate company image in an organization. In addition, through internal communication, you can support the company by providing employees with knowledge about the organization [8]. Internal communication is a complex, imperative process through which employees coordinate the workflow necessary for the functioning of any organization in the company.

Today, as we understand employees, they want to get more information about the company in which they work, so internal communication is a catalyst for the organization's excellence and efficiency [8]. If the internal communication is very well organized, it gives all employees a willingness to answer questions about the organization. It is important to provide information in a clear and simple way so that you can remember it and give the correct answers when you receive questions about the company [9]. In the article we will investigate communication with a set of behavior, and how important is the role of tolerance in communicative behavior in a company. The first thing to understand is the term «communicative behavior».

Sternin in his work defines communicative behavior as a set of communicative norms and traditions, which was generally accepted by a certain group of people [10]. That is, communicative behavior is the behavior of a person or a group of persons in the process of communication, regulated by the norms and traditions of communication of a given society [11].

Communicative behavior is communication with the interlocutor through the language and

cultural traditions characteristic of a particular community of people, and the exchange of information between people. The result of this level of interaction is mutual understanding between people.

The interactive aspect of communicative behavior leads to the establishment of certain relationships between communicants, which are based on the personal characteristics of people and the perception of positions in relation to each other. The level of perception makes possible mutual cognition and rapprochement of people, is a process of perception by partners of each other, the definition of a communication situation. Perceptual skills of communicative behavior are manifested in the ability to control one's perception, "read" the mood of partners by verbal and non-verbal characteristics, understand the psychological effect of perception and take them into account to reduce distortions.

The communicative behavior of an individual depends on communicative competence, which includes knowledge of the sign-symbolic system within which communication takes place, knowledge about the external world, acquired by the individual on the basis of his personal experience and basic knowledge about the world that representatives of this ethnic group possess due to belonging to a particular national, ethnic, social, religious, professional and other group.

The communicative behavior of the interlocutor as a result of his communicative actions is determined through acts of mutual understanding, linking the action plans of various participants and linking purposeful actions into a single and joint interaction [1]. We have learned that communication is critical in a variety of contexts, especially in a culturally diverse workplace [13]. This allows people in the organization to interact and work effectively and efficiently. Communication behavior consists of actions, interactions and dual interactions that work together to achieve communication goals in the workplace [14].

And we realized that one of the important factors in the communicative behavior of a person is communicative tolerance. For the first time, the term «communicative tolerance»

was introduced into scientific circulation by V.V. Boyko, understanding it as a reflection of a positive communicative attitude in the behavior [15]. This is «a characteristic of a person's relationship to people, showing the degree of tolerance of unacceptable and unpleasant mental states, qualities and actions of partners in interaction» [7, P. 396].

He identified the following types of communicative tolerance:

- situational communicative tolerance (tolerant attitude of a given person to this particular person);
- typological communicative tolerance (tolerant attitude of a person towards collective types of individuals or groups of people);
- professional communicative tolerance (tolerant attitude towards collective types of people with whom one has to deal by the nature of the activity);
- general communicative tolerance (tolerant attitude towards people in general; tendencies due to life experience, attitudes, character traits, moral principles, the state of human mental health) [16, p. 405].

If we consider other authors, then E.A. Kalach notes that the tolerance shown by the individual in the process of communication (communicative tolerance) is, first of all, a stable psychological characteristic of the personality, characterized by a two-level structure: 1) the level of consciousness in the form of the attitude of the personality and 2) the level of behavior as a conscious action or deed. In addition, according to the researcher, this category "captures a special tolerant, peaceful, conflict-free, respectful, trusting, empathic, equivalent type of relationship within the framework of subject-subject interaction (communication)" [17, P. 49-50].

And L.A. Nikolaeva understands communicative tolerance as the spiritual and physical state of an individual, coordinating a certain type of his relationship with communication partners and including the value characteristics of the individual, which contribute to the formation and development of tolerant communication. In the context of his research, the author notes that the phenomenon

of communicative tolerance “in the professional activity of a lawyer is based on partial or complete acceptance of the views and communicative characteristics of a communication partner to achieve mutual or general well-being in a legal way” [18, P. 39].

S.V. Rusakova, within the framework of her research, understands communicative tolerance as a personality characteristic, manifested in the interaction of subjects of the educational process and expressed in understanding, acceptance and recognition of the other [19, P. 35].

Z.A. Ageeva notes in turn that a person either does not see significant differences between the manifestations of his own and someone else's personality, or does not experience negative feelings about such differences [20, P. 49].

Considering all the definitions, we can come to the conclusion that communicative tolerance is at the same time a professionally significant quality for a good employee. In addition, all of the above authors are unanimous in the opinion that communicative tolerance is manifested as the ability to interact and communicate with other people.

Methods

Sample: The sample comprised employees of the company KPMG, Ernst and Young, Kase, Kazakhstan TemirZholy, KazMunayGas, KazakhTelecom (N=70 (47 females and 23 male), average age = 25.9 years).

Test procedures:

1. The methodology for diagnosing general communicative tolerance, proposed by VV Boyko (Practical Psychodiagnostics, 1998), makes it possible to diagnose tolerant and intolerant attitudes of a person, manifested in the process of communication. According to the author of the methodology, communicative tolerance, or tolerance in communication, is subdivided into situational, typological, professional and general.

The level of situational tolerance is determined by the attitude of a person to a specific communication partner (spouse, colleague, casual acquaintance), typological - by the attitude to a collective type or group of people (representatives

of any nationality, profession, social stratum). Professional communicative tolerance manifests itself in the working environment, in interaction with those people with whom one has to deal with the nature of the activity (clients, patients). General communicative tolerance is due to life experience, character traits, moral principles and largely predetermines other forms of communicative tolerance [21].

2. The methodology of communicative and organizational inclinations was developed by V. Sinyavsky and B.A. Fedorishin. Description of the methodology: given that the abilities are closely related to the needs of the individual, his interests and selective emotional-volitional attitude to activity, a psychodiagnostic method was developed for the indirect identification of communicative and organizational abilities - through the identification and assessment of the corresponding inclinations. Potential capabilities of an individual in the development of communication and organizational skills are diagnosed [22].

The methodology of communicative and organizational inclinations is based on the principle of reflection and assessment by the subject of certain features of his behavior in various situations. Situations are selected that are familiar to the subject from his personal experience. Therefore, the assessment of the situation and behavior in its conditions is based on the subject's reproduction of his real behavior and real relationships experienced in his experience. This projective questionnaire allows us to identify stable indicators of communicative and organizational inclinations. When compiling the questionnaire, various forms of respondents' attitude to the questions were taken into account.

The fact is that some subjects may be more inclined to answer yes, while others - to negative. Therefore, the questions in the form are structured in such a way that an affirmative answer to one question has the same semantic meaning as a negative answer to another question. Questions of the following content were introduced into the program for the study of communicative inclinations; a) does the person show a desire for communication, does she have many friends;

b) whether he likes to be with friends or prefers solitude; c) does he quickly get used to new people, to a new team; d) how quickly he reacts to requests from friends, acquaintances; e) does he like social work, does he speak at meetings; f) whether it is easy for him to establish contacts with strangers; g) Is it easy for him to speak to an audience of listeners?

Accordingly, 20 specific questions were developed. The program for the study of organizational inclinations includes questions of various contents: a) the speed of orientation in difficult situations; b) resourcefulness, initiative, persistence, exactingness; c) propensity for organizational activities; d) independence, self-criticism; e) exposure; f) attitude towards social work. On this basis, 20 questions were developed, each of which, to one degree or another, characterizes the organizational inclinations of the subjects [22].

Research result.

Objects of research: Experimental group – N=35, control group – N*=35.

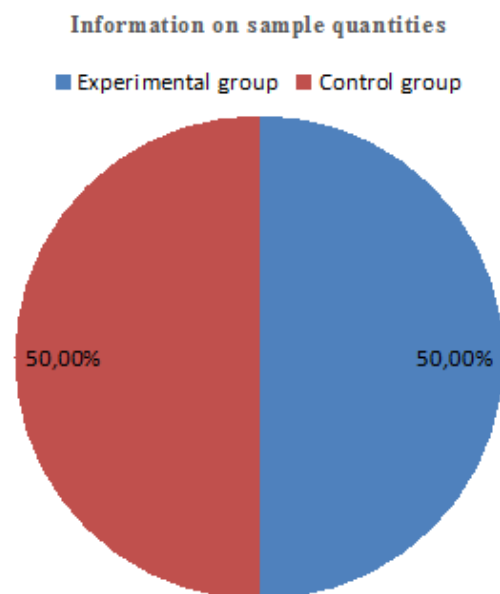
The following variables are involved in the analysis:

Methods for diagnosing general communicative tolerance (V.V. Boyko):

- RM: Rejection or misunderstanding of the individuality of another person;
- BI: Using yourself as a reference in assessing behavior and image;
- CC: Categorical or conservative in the assessments of other people;
- NC: Inability to hide or smooth out unpleasant feelings when faced with non-communicative qualities of partners;
- RR: Striving to remake, reeducate partners;
- C: Striving to fit a partner to himself, to make him «comfortable»;
- MAU: Inability to forgive others for mistakes, awkwardness, unintentional;
- MD: Intolerance of physical or mental discomfort caused by other people;
- CHD: Inability to adapt to the character, habits and desires of others;

Methodology for communicative and organizational inclinations:

- Com: Communication skills;
- Org: Organizational skills.



Picture 1. Sample quantities information

The Mann-Whitney U test was used to calculate the difference between the results.

Mann-Whitney U-test is a statistical test used to assess the differences between two independent samples in terms of the level of any characteristic, measured quantitatively. Allows you to identify differences in the value of a parameter between small samples[23].

Table 1

Experimental and control group indicators that determine the communication characteristics of the subjects, N, N * = 70

	Mann-Whitney U test for independent samples	Asymptotic significance (2-sided test)
COM	710,500	,235
ORG	606,500	,940
RM	349,000	,002
BI	237,500	,001
CC	427,500	,028
RR	497,500	,172
C	366,000	,003
NC	529,500	,327
MAU	548,000	,445
MD	374,500	,005
CHD	359,000	,003

- if the p-level is ≤ 0.05 , then the differences between the samples are statistically significant;
- if the p-level is > 0.05 , then the differences between the samples are not statistically significant.

Based on the results of the Mann-Whitney correlation, we see that there is a difference between groups in variables such as rejection or misunderstanding of the individuality of another person, the use of oneself as a reference in assessing the behavior and way of thinking of other people, categorical or conservatism in the assessments of other people. the desire to remake, reeducate a partner, intolerance to physical or mental discomfort created by other people and the inability to adapt to the character, habits and desires of others.

Having determined the average rank of each variable, we got the result. According to the results of tolerance, employees of a private company are more tolerant towards people. Since, according to the results, it is difficult for employees of a state company to understand the personality of another employee, since they more categorically assess other people and in many situations, if they do not like the character or habit of someone, then they try to re-educate their partner.

Spearman's correlation coefficient was used to calculate the correlation between the results. Spearman's rank correlation coefficient is a quantitative assessment of the statistical study

of the relationship between phenomena, used in nonparametric methods.

$$p = 1 - 6 \frac{\sum d^2}{n^3 - n}$$

The indicator shows how the sum of the squares of the differences between the ranks obtained during observation differs from the case of no connection [24].

From Spearman's correlation results, we can see the relationship between the methods. The fact that the place of work (a private company) affects the rejection or misunderstanding of the individuality of another person, the use of oneself as a reference in assessing the behavior and way of thinking of other people, categorical or conservatism in the assessments of other people, the desire to remake, re-educate partners and the inability to adapt to character, the habits and desires of others. And as we can see, gender also affects the inability to hide or smooth out unpleasant feelings when faced with the uncommunicative qualities of partners. And the fact that age affects organizational skills.

Discussion

Our experimental study was aimed at determining the difference in communicative behavior in private and public companies and the importance of tolerance in communication. We consider it necessary to briefly consider all the variety of results obtained in this study in

Table 2

Spearman's correlation analysis to find the relationship between scales., N, N* = 70

	RM	BI	CC	C	MD	CHD	RR	NC	ORG
Group	**	**	**	**	**	**			
Gender							*		
Age									*
BI				**	**			*	
C					*				
ORG					**				

* Level 0.01

** Level 0.05

order to draw the main conclusions on their basis. Correlation analysis of the data from the entire sample revealed significant differences between the experimental and control groups. Mann-Whitney correlation analysis was performed to identify differences between groups. Based on these results, we see that the difference is present in 6 scales.

Such as rejection or misunderstanding of the individuality of another person, using oneself as a standard in assessing the behavior and way of thinking of other people, categorical or conservatism in the assessments of other people, the desire to remake, re-educate a partner, intolerance to physical or mental discomfort created by other people and inability to adapt to the character, habits and desires of others. Further, in order to get the result, we determined the average rank of each variable.

According to the results of the scales, employees of a private company are more tolerant in communicative behavior. Since, according to the results, it is difficult for employees of a state company to understand the personality of another employee, since they more categorically assess other people and in many situations, if they do not like the character or habit of someone, then they try to re-educate their partner.

As E.G. Vinogradova writes: communicative tolerance is the main quality of a person, manifested in tolerance, non-conflict, as well as stability, trust and the ability to calmly and without irritation accept the individualities of other people [25]. For the effectiveness of this characteristic, it is necessary that communicative tolerance is not just a highly developed, but a stable communicative quality of a person. Therefore, tolerance in communicative behavior plays an important role.

Based on all the experimental data obtained, the following correlations between the indicators were revealed:

1) The connection between the group and the rejection or misunderstanding of the individuality of another person, using oneself as a reference in assessing the behavior and way of thinking of other people, categorical or conservatism in the assessments of other people, the desire to remake,

re-educate partners and to the inability to adapt to character, habits and desires others.

2) A connection was found between sex and with an inability to hide or smooth out unpleasant feelings when faced with the uncommunicative qualities of partners.

3) It was also determined that age affects organizational skills.

4) The fact that using yourself as a reference in assessing behavior and image thoughts of other people also affects the inability to hide or smooth out unpleasant feelings when faced with the uncommunicative qualities of partners and the desire to fit a partner to himself, to make him «comfortable», intolerance to physical or mental discomfort created by other people. 5) The relationship between the scales as an intolerance to physical or mental discomfort created by other people and the desire to fit a partner for himself, to make him «comfortable». 6) It has also been found that organizational ability affects intolerance to physical or mental discomfort caused by other people.

Conclusion

Based on the analysis of the above results, we came to the following conclusions:

1. Employees of a private company have a more tolerant communicative behavior in comparison with the state one.

2. A link has also been established between organizational ability in communication and tolerance.

3. It was also found that there is no difference in the communication and organizational skills of employees of a private and public company. But at the same time, there is a significant difference in tolerance.

According to the results of tolerance, employees of a private company are more tolerant towards people. According to the results, it is difficult for employees of a state company to understand the personality of another employee, since they more categorically assess other people and in many situations, if they do not like the character or habit of someone, then they try to re-educate their partner.

Also, based on the results of the Mann-Whitney correlation, we see that there is a difference between groups in such variables as rejection or misunderstanding of the individuality of another person, the use of oneself as a guide in assessing the behavior and way of thinking of other people, categorical or conservatism in the assessments of other people, the desire to remake, reeducate a partner, intolerance of physical or mental discomfort created by other people, and the inability to adapt to the character, habits and desires of others. From the results of Spearman's correlation, we can see the relationship between the scales.

The first is that the place of work affects the rejection or misunderstanding of the individuality of another person, the use of oneself as a guide in assessing the behavior and way of thinking of other people, categorical or conservatism in the assessments of other people, the desire to remake, re-educate partners and the inability to adapt to the character, habits and desires of others. We also see from the results that a person's gender also affects the inability to hide or smooth out unpleasant feelings when confronted with uncommunicative qualities of partners. And the fact that age affects organizational skills.

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Компания қызметкерлерінің коммуникативті мінез-құлықтарының психологиялық ерекшеліктері

Аңдатпа. Мақаладағы зерттеудің бірінші мақсаты – жеке компания қызметкерлерінің коммуникативті мінез-құлқының психологиялық ерекшеліктерін теориялық және эксперименттік зерттеу. Бұл зерттеудің екінші мақсаты – толеранттылық пен коммуникация арасындағы мүмкін байланыстарды анықтау. Зерттеу жұмысында коммуникативті және ұйымдастырушылық бейімділіктер әдісі қолданылды (В.В. Синавский мен Б.А. Федоришиннің КҰБ әдістемесі), ал толеранттылықты анықтау үшін жалпы коммуникативті толеранттылықты диагностикалау әдісі қолданылды (В.В. Бойко). Жеке компанияның қызметкерлері мемлекеттік компанияға қарағанда толерантты коммуникативті мінез-құлыққа ие. Сондай-ақ, қарым-қатынас пен толеранттылықтың ұйымдастырушылық дағдылары мен жеке және мемлекеттік компания қызметкерлерінің коммуникативті және ұйымдастырушылық дағдыларында ешқандай айырмашылық жоқ екендігі анықталды. Бірақ толеранттылықта айтарлықтай айырмашылық бар. Жеке және мемлекеттік компаниялар қызметкерлерінің коммуникативті мінез-құлқының өзіндік ерекшеліктері бар. Толеранттылық – бұл еңбек процесінің субъектілерінің өзара әрекеттесуінде көрінетін және екіншісін түсіну, қабылдау және тануда көрінетін даралық сипаттама. Барлық нәтижелерді ескере отырып, коммуникативтік толеранттылық жақсы қызметкер үшін кәсіби тұрғыда маңызды орынға ие. Сонымен қатар, коммуникативті толеранттылық басқа адамдармен қарым-қатынас жасау және коммуникацияға түсу қабілеті ретінде көрінеді.

Түйін сөздер: коммуникация; коммуникативтік мінез-құлық; толеранттылық; коммуникативті толеранттылық.

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Психологические особенности коммуникативного поведения сотрудников компании

Аннотация. Первой целью исследования является теоретическое и экспериментальное изучение психологических особенностей коммуникативного поведения сотрудников частной компании. Вторая цель этого исследования - выявить возможные связи между толерантностью и коммуникаций. В работе использовалась методика коммуникативных и организационных наклонностей (методика КОИ В.В.Синявского и Б.А.Федоришина), а для выявления толерантности - методика диагностики общей коммуникативной толерантности (В.В.Бойко). Сотрудники частной компании имеют более терпимое коммуникативное поведение по сравнению с публичной компанией. А также была установлена связь между организаторскими навыками в общении и толерантностью, и тем фактом, что нет никакой разницы в коммуникативных и организационных навыках сотрудников частной и государственной компании. Но в то же время существует значительная разница в толерантности. Коммуникативное поведение сотрудников частных и государственных компаний имеет свои особенности. Толерантность - это личностная характеристика, которая проявляется во взаимодействии субъектов образовательного процесса и выражается в понимании, принятии и признании другого. Учитывая все результаты, мы можем прийти к выводу, что коммуникативная толерантность является профессионально значимым качеством для хорошего сотрудника. Кроме того, коммуникативная толерантность проявляется как способность взаимодействовать и общаться с другими людьми.

Ключевые слова: коммуникация; коммуникативное поведение; толерантность; коммуникативная толерантность.

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