

Research on the Influence of Interpersonal Communication Behaviors on the Operation of Organizational Communication in Mass Life Scenarios

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Abstract: The efficiency of organizational communication is not only determined by formal systems and information channels, but is also influenced by the communication habits formed by members in non-work settings such as daily social interactions and family interactions. This article examines the mechanism by which daily communication behavior patterns affect each stage of organizational communication. The study found that daily media usage preferences will transfer to organizational scenarios and affect the accuracy of formal information transmission; the informal communication networks and trust relationships formed in daily life constitute an important foundation for the "hidden channels" of organizational communication; the continuous penetration of mobile communication technology into the boundaries of work and life has enabled daily interpersonal communication to deeply involve the organizational communication process. Based on the survey of 1,335 respondents by the Social Survey Center of China Youth Daily, the data from the third national time utilization survey conducted by the National Bureau of Statistics covering 31 provinces and 38,500 households and 107,000 people, as well as relevant literature such as *Management Communication: The Foundation of Successful Management*, this article further explores the optimization strategies for organizational communication management.

Keywords: Interpersonal Communication; Organizational Communication; Everyday Life Settings; Communication Behavior; Communication Effects.

1. Introduction

The field of organizational communication has long focused on formal internal communication channels and organizational culture building, but has paid relatively less attention to communication behaviors in members' daily lives. However, organizational members do not only exist in the workplace but also in specific social relationships such as family, neighborhood, friendships, and online communities. The communication habits, media preferences, and expression styles formed by them in these scenarios will not completely change just because they enter the office. On the contrary, these daily communication habits will enter the organizational communication process in an implicit way, affecting information transmission efficiency, member trust relationships, and the actual presentation of organizational culture [1].

In recent years, the widespread adoption of digital communication technologies has further strengthened this influence. A survey conducted by the Social Survey Center of China Youth Daily among 1,335 respondents showed that over 30% of the respondents spent more than 4 hours on online socializing each day, and 66.0% of the respondents had varying degrees of online social dependence. The third national time utilization survey by the National Bureau of Statistics showed that the average daily personal free time for residents was 3 hours and 30 minutes. These daily communication methods and time allocation habits may extend to organizational scenarios. *Management Communication: The Foundation of Successful Management* states that grassroots managers spend 40%-50% of their work time on communication, middle-level managers 60%-80%, and top-level managers over 90%. The importance of communication in organizational operation makes the

influence of daily interpersonal communication on organizational communication a research topic worthy of attention.

Existing research mostly focuses on the internal perspective of the organization and pays insufficient attention to communication experiences in members' life scenarios. This paper starts from interpersonal communication behaviors in public life scenarios and analyzes its impact mechanism on the operation of organizational communication, with the aim of providing a more complete and more explanatory analytical framework for organizational communication research.

2. The Allocation of Time for Daily Communication and the Organization of the Information Load to Be Disseminated

The interpersonal communication in the daily life scenarios of the general public is primarily manifested as a temporal existence—how much time individuals spend on communication in their daily lives and at what pace they conduct it. These seemingly unrelated habits actually constitute the micro-temporal basis of organizational communication.

The data from the third national time utilization survey conducted by the National Bureau of Statistics provides a macro background for understanding this issue. The survey shows that the average time spent on paid labor by daily participants in China is 6 hours and 23 minutes, and the average time spent on personal discretionary activities is 3 hours and 30 minutes. Among the discretionary time, social communication occupies a considerable proportion. A survey by China Youth Daily further reveals that among 1,335

respondents, only 12.6% spend less than 1 hour on online socializing each day, 55.3% spend 1 to 3 hours, and 32.1% spend more than 4 hours [2]. This means that a considerable proportion of individuals spend a lot of time in interpersonal communication every day—whether it occurs in the workplace or in daily life scenarios.

This daily communication time inertia has two impacts on organizational communication. Individuals accustomed to high-frequency, fragmented communication tend to seek immediate feedback when entering the organizational scene and lack patience for the waiting period of formal communication channels. They are prone to bypass the formal information channels set by the organization and turn to informal real-time communication methods [3]. As a result, the speed of local information transmission does indeed increase, but the systematicity and traceability of organizational communication may also be weakened. At the same time, excessive daily communication time can deplete an individual's communication energy in the organizational scene—those who still need to spend several hours on online socializing after work find it difficult to remain unaffected in their concentration and commitment to formal organizational communication during working hours.

The younger groups spend more time on online socializing every day. The above survey shows that 71.2% of the respondents aged 00s feel they are highly dependent on online socializing, and 66.8% of the 90s group feel the same. As the younger generation gradually becomes the main force of the organization, this daily communication time pattern will have an increasingly prominent impact on organizational communication.

3. Cross-Scenario Migration of Media Usage Habits and Channel Selection for Organizational Communication

Interpersonal communication in daily life profoundly shapes an individual's media usage habits—the tools they prefer to use for communication, their preference for synchronous or asynchronous communication methods, and their judgment on the different types of information carried by different media—these habits will naturally extend to organizational scenarios and influence the selection of communication channels and effectiveness in organizational communication [4].

Instant messaging tools have become the main interpersonal communication medium in daily social interactions. In the above survey, 76.3% of respondents attempted to break away from reliance on online social media and increase offline communication opportunities—this already indicates that online communication has become the default option for most people's daily social interactions. When individuals have become accustomed to communicating through text messages rather than voice or face-to-face communication, they will also tend to use similar communication tools in organizational scenarios. The theory of media richness suggests that face-to-face communication has advantages that cannot be replaced in terms of information redundancy, immediate feedback, and the transmission of interpersonal cues, and the latter is more efficient in document recording and asynchronous communication. Wu Lingyan's research found that in organizational communication, there are significant differences in communication satisfaction and efficiency

between face-to-face communication (FTF) and computer-mediated communication (CMC). However, an individual's media choice is often not based on rational calculations of the optimal match for communication tasks, but is influenced by the subtle influence of daily usage habits.

This migration effect may trigger a series of problems in organizational communication. For example, when transmitting complex information through text media, loss and misunderstanding are common consequences. Text communication in daily social interactions often has auxiliary means such as emoticons and intonations, but formal organizational communication usually excludes these auxiliary means, making the text information "dry" and the richness greatly reduced. Looking at the popular effect of instant messaging—being accustomed to responding promptly, lacking patience for email processes, and preferring to use instant messages instead of emails. The response speed has indeed improved in the short term, but the archival function and responsibility traceability mechanism of organizational communication have been placed in a secondary position. Generational differences are another dimension: young employees prefer instant messaging tools, while older employees are more accustomed to phone or face-to-face communication. This preference difference is itself a coordination cost that organizational communication needs to face.

The theory of media choice suggests that individuals choose a certain medium in daily scenarios based on their immediate judgment of communication needs in a specific context. Once this judgment is transplanted without reflection into organizational scenarios, it may be out of alignment with the requirements of organizational communication for media richness and accuracy [5].

4. The Daily Construction of Informal Communication Networks and the Hidden Channels of Organizational Communication

Interpersonal communication in the daily life scenarios not only shapes an individual's communication habits but also continuously constructs and maintains extensive social relationship networks. These interpersonal connections formed in daily life—classmates, neighbors, friends in interest groups, etc. - do not automatically break down when an individual joins a certain organization. On the contrary, these cross-organizational social relationships constitute important "hidden channels" in organizational communication.

The flow of information within an organization is never carried out entirely according to the organizational structure diagram. Formal organizational communication channels—documents, meetings, announcements, etc.—undoubtedly undertake most of the institutionalized information transmission tasks, but a large amount of information crucial to the organization's operation—including the true understanding of policy intentions, the perception of organizational atmosphere, and the judgment of potential opportunities and risks—often spreads through informal interpersonal channels. And the effective operation of these informal channels largely depends on the existing trust relationships among organization members. The interpersonal trust established in daily life provides the foundation for this informal communication.

Research in social network analysis indicates that interpersonal communication forms the basis of corporate culture dissemination, and the efficiency of corporate culture dissemination is closely linked to the structure of interpersonal interactions [6]. When organizational members have developed a certain degree of trust and understanding in their daily social interactions, this relationship capital will be transformed within the organization into more smooth informal communication—people are more willing to share their true thoughts with trusted colleagues, tend to have supplementary private communication outside formal meetings, and are more likely to actively seek explanations from others rather than passively wait for formal notifications when information is asymmetric.

However, the infiltration of daily relationships into organizational scenarios is not entirely positive. When small groups within the organization are based on daily life relationships, it may form "information islands" in organizational communication—information flows efficiently within the small circle but is difficult to cross the circle boundary. What is even more alarming is that daily private relationships may interfere with the fairness of organizational communication, causing information transmission to be distorted by personal factors. Studies have pointed out that power games in the organization generate political behaviors, and people adopt different coping strategies based on subjective perception. When daily interpersonal relationships deeply penetrate organizational communication, this political nature may be further amplified [7].

5. The Blurring of the Work-Life Boundary and the Temporal and Spatial Extension of Organizational Communication

Digital communication technology has profoundly changed the boundaries between work and life, with interpersonal communication being its core carrier. When individuals keep in touch with colleagues via mobile phones and instant messaging software at any time, organizational communication no longer remains confined to the workplace but extends to every corner of daily life.

The boundary theory posits that the boundaries between work and family are permeable, and the intervention of technology is continuously weakening the strength of this boundary [8]. With the intervention of instant messaging tools, work messages can reach individuals during dinner time, on weekend mornings, or even during vacations - recipients often find it difficult to refuse because these tools are also the main tools for their daily interpersonal communication. As mentioned earlier, 40%–50% of grassroots managers' working time is spent on communication, 60%–80% for middle-level managers, and over 90% for top-level managers. When these communication activities penetrate into managers' daily life time through mobile devices, organizational communication has actually deeply embedded itself in various scenarios of individuals' lives.

The impact of this temporal and spatial extension is twofold. On the positive side, the immediacy and coverage of organizational communication have been unprecedentedly enhanced - urgent information can be delivered to any location at any time, cross-time zone and cross-regional collaboration becomes more convenient, and the efficiency of

cross-department and cross-level coordination has significantly improved due to the reduction of time costs. On the negative side, when organizational communication continuously invades individuals' daily lives, it may trigger a series of negative consequences. Communication quality is the first to be affected—handling work information during non-working hours, concentration and processing ability are not as good as in the formal working environment. At the same time, the intrusion of communication during non-working hours will disrupt the individual's original life rhythm, psychologically hindering the complete transformation from the "work role" to the "life role" [9]. The continuous invasion of work communication into individuals' daily life is more likely to accumulate communication fatigue, and when truly needing to deeply participate in organizational communication, it is even less likely to be energetic. Research indicates that the application of information communication technology enhances work efficiency while forcing employees to maintain 24/7 contact with work, disrupting the balance between work and family.

More fundamentally, the two merge into one at the media level—the same WeChat interface carries both family chat and work task instructions—the cost of switching roles between the two scenarios for individuals has significantly increased. This boundary dissolution enables organizational communication to have unprecedented intervention capabilities, but individuals find it difficult to effectively defend themselves.

6. The Two-Way Penetration of Communication Quality and the Trust Foundation of Organizational Dissemination

The impact of interpersonal communication in the daily life scenarios on organizational communication ultimately boils down to communication quality—the daily expression styles, listening habits, conflict resolution strategies, and emotional management capabilities that are formed over time, all of which will manifest in organizational communication.

In social interactions, people gradually develop their own communication styles: some are accustomed to expressing directly, while others do so in a subtle manner; some are good at listening, while others focus on self-expression; some confront conflicts head-on, while others try to avoid them. These styles are not acquired in the workplace but are the accumulation of long-term life experiences. When individuals with diverse styles come together in the same organization, their daily communication habits constitute the micro foundation of organizational communication—the degree of matching and coordination of individual communication styles directly relates to the quality of organizational communication.

An empirical study of 700 teachers showed that communication satisfaction can positively predict an individual's level of organizational identification. The level of communication satisfaction is not only determined by the internal institutional design of the organization but also related to the expectations and abilities formed by individuals in daily communication [10]. Those accustomed to in-depth communication may be dissatisfied with superficial information notifications; those accustomed to immediate feedback may be anxious about information delays. These differences in expectations arising from different daily

experiences constitute the implicit challenges of organizational communication. What is more noteworthy is that when this expectation gap persists for a long time, organizational members may gradually reduce their willingness to actively communicate and instead adopt passive coping or avoidance strategies, thereby further compressing the effective space of organizational communication. This "expectation gap—communication avoidance—communication atrophy" cyclic mechanism is one of the deep paths through which daily communication experiences exert an influence on organizational communication.

Unlike the informal communication networks discussed in the previous section, this section focuses on the shaping of trust by communication quality itself. Professor Xu Guangxing mentioned that online interactions cannot meet people's need for obtaining real information, the social interaction scope will narrow, and social skills will deteriorate. Long-term reliance on online social interaction is not beneficial to mental health. When individuals increasingly rely on online communication for daily communication, their ability to establish deep trust relationships may be weakened—trust is the most crucial lubricant in organizational communication. Without a foundation of trust, even if information transmission is technically unobstructed, the persuasiveness and internalization effect of organizational communication will be greatly reduced [11]. Research from the perspective of psychological contract indicates that interpersonal communication-based organizational communication directly acts on the relationships between superiors and subordinates and employees within the organization, and the interpersonal relationships it creates will have a regulatory effect on the psychological contract of employees. And the quality of interpersonal relationships largely stems from the trust and understanding accumulated by organization members in daily interactions.

7. Conclusion

This article, from the perspective of common life scenarios, examines the multi-dimensional influence of interpersonal communication behaviors on organizational communication. The research shows that this influence permeates various aspects of organizational communication in a complex and subtle manner.

In terms of time allocation, the communication rhythm and time investment habits in life scenarios constitute the micro-time basis of organizational communication, determining the energy distribution when members participate in formal communication. In terms of media usage, preferences formed in daily social interactions will migrate across scenarios and affect the selection of communication channels and information transmission effects in organizational communication. The daily construction of informal social relationships provides implicit channels for organizational communication, which can accelerate information flow but may also lead to stratification. Mobile communication technology enables organizational communication to break through the boundaries of traditional office time and space, continuously penetrating individual daily lives, enhancing immediacy while also bringing about communication fatigue and role conflicts. As for communication quality, the expression style and trust-building ability formed by individuals in daily interactions ultimately constitute the micro foundation for the effective operation of organizational

communication.

These findings suggest several management points. Organizations need to recognize the infiltration effect of daily communication habits, incorporate members' life scenarios into communication system design, and cannot only focus on the construction of formal channels. In the face of generational differences and individual differences in media usage, diversified communication channels should be provided instead of forcing a single model. The positive effects of informal communication networks should be valued, but the risks of information islands and circle formation also need to be guarded against. Under the trend of continuous penetration of technology, communication boundary norms need to be more clearly defined, and employees' rest rights and living space should have basic guarantees.

Future research can further quantify specific impacts through questionnaire surveys and in-depth interviews, and examine their industry and scale differences. In the current era where life and work scenarios are increasingly integrated, this issue deserves continuous attention.

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