

JGB 1710**Communication and Dialogue Management System:****A Contemporary Reflection of Levinasian Face-to-Face Dialogue***Dr. Gerry Gatawa**Saint Louis University**gogatawa@slu.edu.ph***Abstract**

This paper explores the contemporary application of the Levinasian face-to-face dialogue on organizational communication. This paper made use of positivist and constructivist research philosophical frameworks. The paper used a descriptive-survey questionnaire to describe, measure and interpret the employees' perception in face-to-face dialogue. The study used a random sampling technique among private and public employees, deriving a total sample of 200. The study found face-to-face communication with superiors and inter-departmental communication is sometimes observed. It was also found that communication barriers are sometimes observed. In terms of face-to-face communication with colleagues, it was found to be observed. Overall, this would show that face-to-face communications need to be fully observed by organizations. This implies that Levinasian's face-to-face dialogue perspective has not fully manifested in organizations. This may bring negative implications since superiors may need to help communicate those organizational goals and objectives well, and employees may not be able to suggest for the improvement of the organization. This may also result in accurate and detailed information among colleagues. This paper has organizational, leadership, and managerial implications for improving management and communication. This paper becomes

valuable since it imposes behavioral change by anchoring its concepts from the Levinasian perspective of face-to-face dialogue.

Keywords: *Organizational communication, Dialogue management system, Levinas, Face-to-face dialogue, Organizational change*

Introduction

Problems in an organization may not be actual problems; instead, they are just symptoms of a bigger problem. Conflicts and potential misunderstandings, for instance, can arise due to ineffective communication. Conflicts and misunderstandings without quarrels do not mean that the problem has gradually ceased and resolved, but rather, these may eventually breed bigger problems until the entire organization collapses. Face-to-face communication would then come into the grand entrance to resolve conflicts and misunderstandings and bring positive organizational change. The absence of face-to-face communication can demotivate and demoralize employees. In this sense, face-to-face communication becomes imperative to rebuild trust, motivation, productivity, and employee morale.

Considering complexities in an organization, communication failures, and misunderstandings can prevent the parties from commonly framing a problem and dealing with it collectively. Emmanuel Levinas has conceptualized the face-to-face relationship as a basis for communication ethics and dialogue. His perspective of face-to-face dialogue, in which there must be a symmetrical presence of the persons in communication, can be helpful to persons in an organization. Their presence can bring in a higher level of consciousness, and they may encourage one another to become more creative and effective. Face-to-face dialogue holds considerable promise as a problem-formulation and problem-solving philosophy. Face-to-face

dialogue should also manifest in organizational communications to help each other understand each other's perspectives. Only from common understanding can change and resolution grow.

Face-to-face communication could bring out socially agreed-upon solutions or conversations that craft social rules affirmed by persons encountering one another. Hence, it is an important process in an organization to facilitate the smooth flowing of systems and transactions that would lead to organizational effectiveness. The Levinasian perspective of face-to-face dialogue appears relevant in today's management context. This will allow people within the organization to understand each other's viewpoints. Dialogue is a process that builds bridges of understanding between groups that naturally helps to reduce misunderstandings, conflict, and tension and, therefore, to dissolve problems. Dialogue helps understand the root causes of problems in an organization. Dialogue can be a useful tool to help build a foundation of understanding and set guidelines for effective ongoing interaction. Workgroups with different functions and priorities must work together but need to learn more about the day-to-day activities of the other departments would benefit from the dialoguing process, as would work departments have some diversity but generally little interaction between individuals of different backgrounds. In an organization, dialogue promotes better understanding and more creative cooperation between people and groups. The process will help to reduce misunderstandings and tensions and help ensure more successful interactions in the future.

Several studies have been conducted on organizational communication but have not been conducted on connecting face-to-face dialogue. The Levinasian perspective of face-to-face dialogue enlightens us in a broader state of communication and on the ethical side of communication. The Levinasian perspective can build the communicators' responsibility and conduct. In this sense, there is a research gap in analyzing organizational communication from

the perspective of face-to-face dialogue. This work examines the implications of Emmanuel Levinas' perspective on human communication.

Review of Related Literature

Levinasian Perspective of Face-to-face Dialogue

Emmanuel Levinas (1906-1995) coined the idea of face-to-face dialogue, enlightening individuals to think about communication ethics. He viewed communication as helping people to become more aware of how they respond to others and consider their ethical responsibility to the other's multiple and complex identities. For him, the face is a living presence, an expression...the face speaks (Totality and Infinity 66). He also spurred the concept that "expression, or the face, overflows images (Totality and Infinity 297)". This means that facial expressions and images may signal information important in understanding individuals' sentiments or emotions.

In the context of communication, face-to-face dialogue is much more emphasized. The face-to-face dialogue is responding to the other. Compared to other forms of interaction, face-to-face communication between humans is characterized by more social emotion, higher demands for comprehensibility, and increased social obligation; the face of the other commands an ethical relation absent in people's interaction with "things" (Levinas, 1985). Face-to-face refers to the closer proximity of interaction between tangible bodies, is the primordial human interface, and is the format of exchange most conducive for share understanding (Linell, 2009). Language also takes place in the transcendence or foreignness of the other. It is a gift that establishes a universal connection and relatedness among individuals. The world becomes common through speech as they exchange thoughts and create community.

Levinas opined that the face is prior in status and dignity to being. A person deserves to be talked to. The face, in essence, is the whole person of the other. Even without speaking, encountering another person speaks volumes. According to Levinas, the face speaks. It speaks; it is in this that it renders possible and begins all discourse. The first word on the face is the "Thou shalt not kill." It is an order. There is a commandment in the appearance of the face as if a master spoke to me (Totality and Infinity 87-89). In this sense, the human face has a built-in "ought." This involves a fundamental responsibility that should function in all interpersonal relationships.

Levinas emphasized that the human face is the original ethical code. By looking at the other's face, we become aware of our basic human responsibility and meaning. The encounter with the other makes us emphatic and solicitous. The face of the other is a signifier of "God." Levinas states, "In the access to the face, there is certainly also access to the idea of God...To my mind, the infinite comes in the signifying ness of the face. The face signifies the infinite... In the presence of the Other, I say, "Here I am!, This "Here I am!" is where the Infinite enters into language... The subject who says "Here I am!" testifies to the Infinite (Totality and Infinity 105-106). This means that even though we do not see God empirically but by looking at the other, we are encountering God in the face of the other.

Levinas explained that the face is beyond. He states, "[A]ccess to the face is straightaway ethical...First is the face's uprightness, its upright exposure, without defense. The skin of the face stays most naked, most destitute. It is the most naked, though, with a decent nudity. It is the most destitute also: there is an essential poverty in the face; the proof is that one tries to mask this poverty by putting on poses, by taking on the countenance. The face is exposed, menaced, as if inviting us to an act of violence. At the

same time, the face forbids us to kill (Ethics and Infinity 85-86)." The face does not only refer to the physical or the aesthetic object but rather the living presence of another person and, therefore, as something experienced socially and ethically. "Face" for Levinas means the human face (*visage* in French). This refers to the "living presence" of the other person that is exposed to me. The other person is exposed and expressive in other ways than through literal face (e.g., speech, gesture, action, and bodily presence), but the face is the most exposed, vulnerable, and expressive aspect of the other's presence. The face is exposed, and it may invite someone to act in violence, but at the same time, it also forbids anyone not to act in violence [for Levinas is not to kill].

The face speaks of conscience. For Levinas, the first word of the face is "Thou shalt not kill." He explained, "The first word of the face is the "Thou shalt not kill." It is an order. There is a commandment in the appearance of the face as if a master spoke to me. However, at the same time, the face of the other is destitute; it is people with low incomes for whom I can do all and to whom I owe all (Ethics and Infinity, 89). This can be interpreted in the modern management context that whenever we deal with a person, we shall not inflict abuse or pain on the person. This means that we owe a person a degree of responsibility, and we should act so that a person would not be hurt.

Organizational Communication

Communication is essential for organizations to ensure that every performance is aligned with the organizational objectives. Communication helps leaders perform their jobs and is the foundation of planning. All the essential information must be communicated to the leaders, who in turn must communicate the plans to implement them. Organizing also requires effective communication with others about their job task. Similarly, leaders must communicate effectively

with their subordinates to achieve the organizational goals. Controlling is only possible with written and oral communication (Agarwal & Garg, 2012).

Communication is a building block of successful organizations (Femi, 2014). Leaders devote must devote a great part of their time to communication. They must communicate with their subordinates, colleagues, customers, or suppliers. Communication is important as it promotes motivation by informing and clarifying the employees about the task, how they are performing it, and how to improve their performance if it is not up to the mark. It is also a source of information to the organizational members for decision-making as it helps identify and assess alternative courses of action. Communication plays a crucial role in altering individuals' attitudes (for example, a well-informed individual will have a better attitude than a less-informed individual). Organization magazines, journals, meetings, and other forms of oral and written communication help mold employees' attitudes. Communication also helps in socializing. In today's life, the only presence of another individual fosters communication. It is also said that one cannot survive without communication. Lastly, communication assists in controlling the process. It helps to control organizational members' behavior in various ways. Employees must follow various levels of hierarchy and certain organizational principles and guidelines. They must comply with organizational policies, perform their job role efficiently and communicate any work problems and grievances to their superiors. Thus, communication helps in controlling the function of management.

An effective and efficient communication system requires managerial proficiency in delivering and receiving messages. A leader must discover barriers to communication, analyze the reasons for their occurrence, and take preventive steps to avoid those barriers. Thus, the

primary responsibility of a leader is to develop and maintain an effective communication system in the organization (Ince & Gül, 2011).

Face-to-face dialogue in organizational communication

Communication plays a fundamental role in all facets of business. Face-to-face communication within an organization must be effective. Building and fostering productive relationships will be accessible when face-to-face communication is built and maintained. When employees feel comfortable in a face-to-face dialogue, cooperation, and innovation will be at an all-time high. If all the employees can convey their ideas, strategies, and objectives can be implemented to their full potential.

Moreover, a more cohesive and effective team will emerge if face-to-face dialogue is encouraged within an organization. Good communication tends to boost employee morale. They feel more secure when they understand the company's direction and vision well. Also, when face-to-face communication becomes regular, it improves work ethic, and the employees are reminded that they are working towards a common goal (Farahbod et al., 2013).

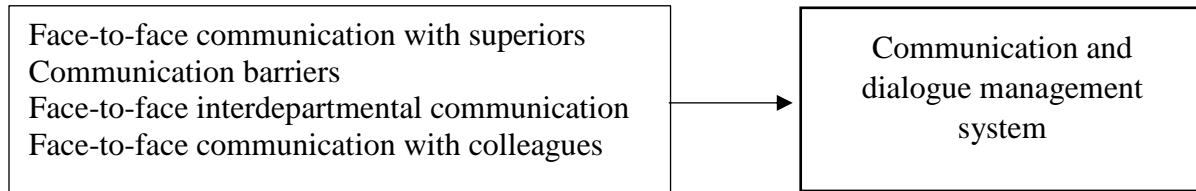
When leaders are effective face-to-face communicators, they are more able to inform their followers and adequately remind them of their responsibilities. Dialogues can also help leaders to generate constructive feedback and understand the personal goals of their subordinates. Lastly, leaders and followers remain transparent when an organization has a face-to-face dialogue. This could be a significant competitive advantage of an organization where trust is built.

In this sense, the following questions were derived:

1. What is the level of face-to-face communication with superiors?
2. What is the level of communication barriers?

3. What is the level of face-to-face inter-departmental communication?
4. What is the level of face-to-face communication with colleagues?

Framework



Methodology

Research philosophy

The research combined positivist and constructivist research philosophical frameworks. The positivist approach is a philosophical stance that emphasizes that knowledge is gained through observable and measurable facts. On the other hand, the constructivist approach states that reality is socially constructed.

Data gathering collection technique

The research used a descriptive survey method to measure the respondents' assessment of organizational communication. The descriptive survey method involves a fact-finding study with adequate and accurate interpretation of findings from the survey. It involves collections of information that can be tabulated along a continuum form, gathering data that describe events, and then organizing, tabulating, depicting, and describing the data. Surveys were designed to gather information from samples by using questionnaires or interviews (Campbell & Stanley, 1963). A questionnaire checklist was used to gather the data. The questionnaire was formulated using the concepts gathered from reliable sources and was evaluated by the respondents. The responses to the questionnaire were statistically interpreted and corroborated by the gathered literature.

Locale and population of the study

The study was conducted among 200 employees of public and private entities. The research used a convenience sampling technique where only available employees and those willing to answer were given a questionnaire during office hours. There were 120 private employees, and 80 public employees answered the questionnaire.

Treatment and analysis of data

The data were manually tabulated and subjected to statistical interpretation. The Likert Scale was used as a basis for interpreting the data. Descriptive statistics, such as the mode, skewness, weighted mean, and standard deviation, were derived from carefully evaluating the respondent's perception of organizational communication. This paper employs a triangulation technique to intertwine the study's results and their implication to the Levinasian perspective of face-to-face dialogue.

Discussion of Results

Level of Face-to-face communication with superiors

This section presents the level of face-to-face communication with superiors as perceived by the employees. Table 1 presents the frequency of responses, and their equivalent percentages, mode, skewness, and weighted mean to derive a careful evaluation and interpretation of the responses.

Table 1

Level of Face-to-Face Communication with Superiors

Indicator		Mode	Skewness		Mean	Dec. Equiv.	Rank
			Value	L/R			
1	I receive information as relayed by my superior or from top-management	5	-0.5962	L	3.95	O	1

2	My superior or the top management holds "town hall" meetings to pass along information	3	0.0000	L	3.00	SO	18
3	My superior or the top management organize meetings to relay relevant information to my department	3	0.4185	L	3.45	O	5.5
4	I receive from my superior or the top management information I need to perform my job effectively	4	- 0.4329	L	3.40	SO	7.5
5	Most meetings I attend are informative and worthwhile	4	- 0.1754	L	3.50	O	4
6	Most information passed down from top management is detailed and accurate.	4	- 0.1043	L	3.05	SO	16.5
7	I am comfortable passing along information that I receive from my superior to my co-workers.	5	- 0.1738	L	3.65	O	2
8	The directives that come from top management are clear and consistently reliable.	4	0.0086	L	3.45	SO	5.5
9	I receive the information I need to perform my job on time.	4	- 0.2597	L	3.40	O	7.5
10	My organization uses face-to-face interaction when communicating information	2	0.8009	L	2.85	SO	20
11	The communication lines are "open" to my superior	3	- 0.0550	L	3.15	SO	14
12	I am comfortable in a face-to-face conversation with my superior	3	- 0.0086	L	3.55	O	3
13	I feel comfortable expressing my concerns with my superior	2	0.1738	L	3.35	SO	10
14	My concerns are being responded to by my superior or top-management	3	0.2500	L	3.35	SO	10
15	I can easily talk about any matters with my superior or the top management	4	0.1035	L	3.25	SO	13
16	I can express my emotions to my superior or the top management	2	0.5025	L	2.90	SO	19
17	I can express complaints to my superior or the top management	3	0.3597	L	3.05	SO	16.5

	when I feel I am in the proper position						
18	Non-verbal communication is being considered during a conversation	2	0.4420	L	3.10	SO	15
19	I feel there is a mutual understanding when I communicate with my superior	2	0.3124	L	3.30	SO	12
20	I feel comfortable giving feedback and questions to my superior	2	0.1957	L	3.35	SO	10
Overall Mean					3.30	SO	
Standard Deviation					0.27	LD	

The overall result shows that the level of face-to-face communication with superiors is 'sometimes observed,' having a Mean of 3.30 with a standard deviation of 0.27, indicating a 'low deviation' on the responses. The result reveals that the employees must fully observe a high degree of face-to-face communication with their superiors. The standard deviation also indicates a low variability in the responses, indicating that they most likely have the same perception of a moderate level of face-to-face communication with their superiors. On the other hand, the responses were skewed to the left (L), which presents that most of the responses fall toward the higher side, and there were only a few low responses. The result may reveal that, most likely, their superiors are communicating with the respondents rather than primarily on face-to-face communication. The responses manifest that they receive information as relayed by their superior or from top management but not necessarily through face-to-face communication. Face-to-face communication with supervisors needs to be fully observed, indicating dialogues between the management and the subordinates need to be fully observed, which limits the opportunity to discuss details and consider both perspectives on matters.

The highest response is "I receive information as relayed by my superior or from top management," having a Mean of 3.95, numerically interpreted as 'observed.' The indicator was

observed to be skewed to the left (L) and have a mode of 5, indicating that most respondents perceive it as almost observed. The result presents that information is being relayed by the superior or by the top management. It also presents that the employees are receiving information.

The lowest observed indicator is "my organization uses a face-to-face interaction when communicating information," having a Mean of 2.85, numerically interpreted as 'sometimes observed.' The indicator was observed to be skewed to the left (L), but the mode is 2, indicating that most respondents perceive it as rarely observed. The result reveals that their respective organizations, both private and public, rarely observe and practice face-to-face communication. The result may negate the philosophical thought of Levinas that communication involves a face-to-face dialogue which can be contextualized that the superiors, top management, and subordinates should have a dialogue that allows them to respond to each other.

Level of Communication Barriers

This section presents the level of communication barriers as perceived by the employees. Table 2 presents the frequency of responses, and their equivalent percentages, mode, skewness, and weighted mean to derive a careful evaluation and interpretation of the responses.

Table 2

Level of Communication Barriers

	Indicator	Mode	Skewness		Mean	Dec. Equiv.	Rank
			Value	L/R			
1	In order to share ideas/information, I need to go through layers of superiors or persons.	4	-0.9985	L	3.65	O	2
2	In most departments, one or two people hoard important information.	4	3.8000	R	4.45	AO	1
3	Superiors often seem hesitant to communicate news about the organization to lower-level employees	3	0.1067	L	2.95	SO	7
4	In this organization, there appear to be cliques of individuals who control the flow of important information	2	0.1166	L	3.35	SO	5
5	Most of the information I receive daily is passed down through the "grapevine."	4	-0.1976	L	3.40	SO	4
6	Too many "gatekeepers" in this organization hinder the flow of important information.	2	-0.2413	L	3.60	O	3
7	My colleagues and I receive unreliable information from our superiors	2	0.4127	L	2.35	RO	9
8	I am always the last to discover what is happening in this organization.	2	0.3748	L	2.20	RO	10
9	The media used in passing information is appropriate.	2	0.0809	L	2.65	SO	8
10	Face-to-face communication is often used in this organization.	2	0.2932	L	3.00	SO	6
Overall Mean						3.16	SO
Standard Deviation						0.67	HD

The overall result presents that the level of communication barriers is 'sometimes observed,' having a Mean of 3.16 with a standard deviation of 0.67, indicating a 'high deviation' in the responses. The result reveals that communication barriers are sometimes observed, hindering effective communication. The standard deviation also indicates a high variability of the responses, indicating that some respondents observe a higher level of communication barrier,

and some observe a low level of communication barrier. Moreover, the responses were skewed to the left (L), which presents that most of the responses fall toward the higher side, and there were only a few low responses. The result may reveal that there is a high degree of communication barriers. The result may manifest that face-to-face communication can least likely to happen because of the perceived high degree of communication barriers. This shows that communication barriers are present, which hinder dialogue and limit opportunities to express perspectives or points of view within the organization. This may lead to communication failures and a lack of motivation to express oneself in an organization.

The highest response is "In most departments, there tend to be one or two people that hoard important information," having a Mean of 4.45, numerically interpreted as 'almost observed.' The indicator was observed to be skewed to the right (R) and have a mode of 4, indicating that the responses fall toward the lower side, but most respondents perceive that it is 'almost observed.' The result reveals that some employees hoard important information and tend to benefit from it. The result may also manifest that information is not equally shared, and some can hoard information.

The lowest observed indicator is "I am always the last to find out what is happening in this organization," having a Mean of 2.20, numerically interpreted as 'rarely observed.' The indicator was skewed to the left (L), but the mode is 2, indicating that most respondents perceive it as 'rarely observed.' The result reveals that the respondents have their means of knowing what is happening in their organization. Information can be immediately known by anyone, probably using their grapevines.

Inter-departmental communication

This section presents the level of inter-departmental communication as perceived by the employees. Table 3 presents the frequency of responses, and their equivalent percentages, mode, skewness, and weighted mean to derive a careful evaluation and interpretation of the responses.

Table 3

Level of Face-to-Face Inter-Departmental Communication

Indicator	Mode	Skewness		Mean	Dec. Equiv.	Rank
		Value	L/R			
1 I can easily talk to co-employees in other departments	4	-0.3628	L	3.90	O	1
2 My department readily shares important information with other departments	5	-0.0939	L	3.45	O	2.5
3 Other departments readily share important information with my department	4	-0.2573	L	2.80	SO	5.5
4 Employees' information in other departments is often biased and reflects their interests.	2	-0.0179	L	2.75	SO	7.5
5 Interdepartmental meetings are encouraged to share relevant information	1	0.0833	L	2.85	SO	4
6 Most interdepartmental meetings I attend are useful for obtaining the information I need to do my job.	1	0.3729	L	2.45	SO	9.5
7 There is comfortable, face-to-face communication with co-employees in other departments	5	-0.3752	L	3.45	O	2.5
8 There is a good communication flow between departments	2	0.5226	L	2.80	SO	5.5
9 Communication with other departments encourages strengthening understanding of each other	3	-0.2186	L	2.75	SO	7.5
10 Interdepartmental communications are welcomed to meet goals and objectives	2	0.1358	L	2.45	SO	9.5
Overall Mean					2.97	SO
Standard Deviation					0.48	MD

The overall result shows that the level of face-to-face inter-departmental communication is 'sometimes observed,' having a Mean of 2.97 with a standard deviation of 0.48, indicating a 'moderate deviation' in the responses. The standard deviation indicates a degree of variability wherein some may perceive a high level of inter-departmental communication, and some may perceive it as low. However, the responses were skewed to the left (L), which presents that most of the responses fall toward the higher side, and there were only a few low responses. However, the result reveals that inter-departmental communication is perceived as needing to be fully observed. This shows that inter-department dialogues still need to be fully observed, and communication barriers exist. This can hinder sharing good practices and limit attaining the overall organizational goal. Face-to-face dialogues are only among close colleagues, but inter-departmental dialogues to tackle matters still need to be improved.

The highest response is "I can easily talk to co-employees in other departments," having a Mean of 3.90, numerically interpreted as 'observed.' The indicator was observed to be skewed to the left (L) and have a mode of 4, indicating that the responses fall toward the higher side and that most respondents perceive it as 'observed.' The result presents that the employees can easily talk with other co-employees in another department. This means there is no communication gap among the employees, in which they can easily communicate face-to-face.

On the other hand, the lowest observed indicators are "most of the interdepartmental meetings I attend are useful for obtaining the information I need to do my job" and "Interdepartmental communications are welcomed to meet goals and objectives," both having a Means of 2.45 numerically interpreted as 'somewhat observed .'The indicators were skewed to the left (L), but the Modes are 1 and 2, indicating that most respondents perceive it as 'rarely

observed.' The result reveals a rare opportunity for inter-departmental meetings to have a face-to-face dialogue, improve job performance, and meet organizational goals and objectives.

Face-to-face communications with colleagues

This section presents the level of face-to-face communication with colleagues as perceived by the employees. Table 4 presents the frequency of responses, and their equivalent percentages, mode, skewness, and weighted mean to derive a careful evaluation and interpretation of the responses.

Table 4

Level of Face-to-Face Communication with Colleagues

	Indicator	Mode	Skewness		Mean	Dec. Equiv.	Rank
			Value	L/R			
1	I feel comfortable giving information to my colleagues	5	-0.2041	L	4.20	O	1.5
2	I can share my ideas with my colleagues	5	-0.0982	L	4.05	O	7
3	I can freely talk about anything with my colleagues	5	-0.3155	L	4.15	SO	4
4	I can ask questions from my colleagues	5	-0.7564	L	4.15	SO	4
5	I can express my emotion to my colleagues	4	-0.4164	L	3.60	SO	9
6	My colleagues share important information with me that is relevant to our job	4	-0.3628	L	3.90	SO	8
7	My colleagues could express their ideas to me	4	-0.7709	L	4.10	O	6
8	Most information I receive from my colleagues is detailed and accurate	4	0.0000	L	3.50	SO	10
9	I feel comfortable communicating with my colleagues	5	-1.0170	L	4.15	SO	4
10	We can communicate face-to-face with my colleagues	5	-0.9219	L	4.20	SO	1.5
Overall Mean						4.00	O
Standard Deviation						0.26	LD

The overall result shows that the face-to-face communication level with colleagues is 'observed,' having a Mean of 4.00 with a standard deviation of 0.26, indicating a 'low deviation' on the responses. The standard deviation indicates a low degree of variability in the responses, indicating that, most likely, the employees have similar perceptions regarding face-to-face communication with their colleagues. The indicators' responses were also skewed to the left (L), indicating that most of the responses fell towards the higher side, with only a few low responses. The result indicates that the respondents can observe face-to-face communication with their colleagues in their respective departments. This shows that dialogues among colleagues are observed, and they can discuss matters about their work and personal lives. The result, however, shows that communication among colleagues still needs to be fully observed. Hence, the dialogues are limited only to those colleagues who have cordial relationships, but there is a possibility that some colleagues are excluded from the circle.

The highest responses are "I feel comfortable giving information to my colleagues" and "We can communicate face-to-face with my colleagues," having Means of 4.20 numerically interpreted as 'observed.' The indicator was observed to be skewed to the left (L) and have Modes of 5, indicating that the responses fall towards the higher side and that most respondents perceive that they are 'highly observed .'The result indicates that the respondents are comfortable giving information to their colleagues and can easily communicate face-to-face.

On the other hand, the lowest observed indicator is "Most information I receive from my colleagues is detailed and accurate," having a Mean of 3.50, numerically interpreted as 'somewhat observed.' The indicators were skewed to the left (L), and the mode is 4, indicating that most of the responses fall towards the higher side and most respondents perceive that it is 'observed.' The result, however, presents that the least perceived indicator is the accuracy of

information. This means that some information given by the respondents' colleagues is only sometimes accurate and detailed.

Conclusions

In general, face-to-face dialogue remains a challenge in the contemporary management context. This study reveals that face-to-face communication with superiors, inter-departmental communications, communications, and colleagues must still be fully observed. Moreover, the presence of communication barriers is evident. The employees received information as relayed by their superior or from top management but not necessarily through face-to-face communication. The result also reveals that there is a high degree of communication barriers. There are also instances in which some individuals hoard important information and tend to benefit themselves from it. Moreover, inter-departmental communication was not fully observed, and more specifically, inter-departmental face-to-face dialogues need to be conducted to improve job performance and meet organizational goals and objectives. Lastly, face-to-face communication with colleagues is observed, but information transmitted by their colleagues is only sometimes accurate and detailed.

This research suggests a behavioral change in which organizations should encourage face-to-face communication. This can be achieved by integrating an organizational process that adopts face-to-face communication. Inter-departmental dialogues shall also be encouraged to improve job performance and meet organizational goals and objectives. Face-to-face communication is a better tool to ensure the accuracy of the information and safeguard against misuse of important information.

Organizational Implication

The research challenges the idea that organizations may use face-to-face communication as a policy when communicating relevant information and when implementing strategic policies. Face-to-face communication should also be a built-in process to improve working relationships and rebuild the trust and confidence of the employees.

Leadership Implication

The research challenges leaders to use face-to-face communication when influencing their followers. Face-to-face communication allows them to communicate their vision effectively and encourages individuals in the organization to live according to their leader's principles and values.

Managerial Implication

The research challenges managers to use face-to-face communication to transmit information and receive feedback from their subordinates. It allows both parties to understand each other's perspectives and enables them to deal effectively with issues. Managers may need to organize activities and events participated by employees for them to have face-to-face communication as well as work collaboratively.

Theoretical and Research Implication

The research ideates the concept of face-to-face communication by tracing its roots from the Levinisian perspective of face-to-face dialogue. Action researchers can anchor their concepts on face-to-face communication and challenge their respective organizations to implement a policy grounded on it. Frameworks and paradigms could also be constructed using the idea of face-to-face communication.

Limitations and Recommendations for Future Research

This study is limited to the sample and has considered a random sampling technique among 200 private and public employees. The study, however, intends to explore the theoretical concept of face-to-face dialogue using a cross-sectional study. Future research could delve into having a greater sample and longitudinal study.

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