

**IBN HALDUN UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF MANAGEMENT**

MASTER THESIS

**USING NONVIOLENT COMMUNICATION AS A
COMMUNICATION ALTERNATIVE METHOD IN
ORGANIZATIONS**

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**THESIS SUPERVISOR
PROF. MAHMUT ARSLAN**

ISTANBUL, 2022

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**USING NONVIOLENT COMMUNICATION AS A
COMMUNICATION ALTERNATIVE METHOD IN
ORGANIZATIONS**

by

ZINEB HAJAOUI

**A thesis submitted to the School of Graduate Studies in partial
fulfillment of the requirements for the degree of Master of Arts in
Management**

**THESIS SUPERVISOR
PROF. MAHMUT ARSLAN**

ISTANBUL, 2022

APPROVAL PAGE

This is to certify that we have read this thesis and that, in our opinion, it is fully adequate, in scope and quality, as a thesis for the degree of Master of Arts in Management.

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This is to confirm that this thesis complies with all the standards set by the School of Graduate Studies of Ibn Haldun University.

Date of submission

Seal/Signature

ACADEMIC HONESTY ATTESTATION

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct. I have fully cited and referenced all material and results that are not original to this work.

Name Surname:

Signature :



ÖZ

ŞİDDETSİZ İLETİŞİMİN KURULUŞLARDA İLETİŞİM ALTERNATİF
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Kurumlar farklı iletişim yöntemlerini benimser ve her biri bu yöntemleri kurumun kültürü, sektörü veya yaşı gibi kriterlerle ilişkilendirilebilecek birçok değişkene bağlı olarak pratik bulabilir bu aynı zamanda kurumun iletişim yöntemine bağlı olarak belirleyici bir faktördür veya sürdürülebilirliği sağlayıp bunu yeni yöntemlere göre de değiştirebilir. Şiddetsiz iletişim, en eski yöntemlerden biri olup ancak kurumlarda pek kullanılmayan yöntemlerden biridir. Dr. Marshall Rosenberg'in kendisi ve başkaları ile olan ilişkilerinde kişinin işine yarayacak şekilde geliştirdiği yeni bir kavramdır.

Ayrıca şiddetsiz iletişim, kuruluşun stratejisinin yeni bir iletişim yöntemi olması için benimseyebileceği bir yöntem olabilir. Bu araştırma, şiddetsiz iletişimin kurumlar üzerindeki faydasını, onları nasıl etkilediğini ve şiddet içermeyen iletişimin kurumların bir iletişim yöntemi olarak ele alması için neden en uygun seçenek olabileceğini sunuyor. Bu çalışma kuruluşun verimi, çalışanların refahı için şirkete katkıda bulunabilecek şiddetsiz iletişimin tüm yönlerini ele aldığından büyük öneme sahiptir.

Bu çalışmada, NVC ile çalışan ve NVC'yi insanlara ve kuruluşlara eğitimler veren 26 eğitmen ile derinlemesine görüşmeler yapılarak Maxqda 2018 yazılımında toplanan ve analiz edilen cevapların verileri kullanılarak nitel bir veriyle yapılmıştır. Sonuçlar, kişisel, kişiler arası, organizasyonun karıştığı zorluklar ve organizasyonun

performansı olmak üzere 3 farklı seviyede gerçekleştirilen verilerden bir dizi kod ile ele alınmıştır. Bu sonuç NVC'nin işyerinde huzuru sağlayabilecek ve organizasyonun etkinliğini artırabilecek önemli bir yöntem olduğunu gösterdiğinden, NVC'nin iş arkadaşlarına öğretilebilecek bir iletişim yöntemi olarak organizasyon üzerindeki faydalarının ölçümlerini göstermesine yardımcı olur.

Anahtar Kelimeler: Bağlantı, Etkinlik, Kurulus, Performans, Şiddetsiz İletişim, Yöntem.



ABSTRACT

USING NONVIOLENT COMMUNICATION AS A COMMUNICATION ALTERNATIVE METHOD IN ORGANIZATIONS

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Organizations adopt different communication methods, and each one can find it practical, depending on many variables that can be related to some criteria, like culture, sector of the organization, or age. Nonviolent Communication is one of the methods as it is old but not used much in the organization. It is a new concept that Dr. Marshall Rosenberg developed in a way that can be beneficial for the person in his relationship with himself and others.

Moreover, Nonviolent Communication can be a method that the organization can adopt for its strategy to be a new communication method. This research presents the benefit of nonviolent communication on organizations, how it affects them, and why it can be the best option for organizations to take as a communication method. The study is significant because it gives all the aspects of nonviolent communication that can add to the organization in terms of its performance and the well-being of its workers, each for the managers and the employees.

In this research, qualitative data was conducted, with in-depth interviews with 26 trainers, who work with the NVC or train the NVC to people as well as organizations, as the data of answers that have been collected and analyzed in the software Maxqda 2018, the results come with a bunch of codes from the data that have been conducted in 3 levels which are: personal, interpersonal, challenges and performance of the

organization, in addition, that helps the study to show the measures of the NVC's benefits on the organization as a communication method that can be trained to co-workers as it shows that the NVC is an essential method that can get peace at the workplace and increase the effectiveness of the organization.

Keywords: Effectiveness, Method, Nonviolent Communication, Organization, Performance, Relationship.



DEDICATION

It is with genuine gratitude that I dedicate this thesis to my parents. My parents, Abdelaziz and Najat, happily fulfilled their parental responsibility, and I will never forget their hard work to support my studies, encouraging me to do what I love, and supporting me emotionally and financially in my dreams, whatever they were, as much as they are simple. Still, they take care of details that make my heart full of love.



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My special thanks to all the 26 interviewers with all their names. They gave me a beautiful experience, their time and support in many ways, and it was a blessing to meet such beautiful souls, especially Ms. Handan Ozturk, who was with me from the beginning, and Mr. Duke Duchscherer for his help and support for the data collection, as well as Mr. Martin Vander Meulen, Ms. Susana Rusch, Mr. Govert Van Ginkel and Mr. Joe Besigye for providing me with important documents that contribute in my thesis findings, also Ms. Havva Kök Arslan that she introduced me to the NVC Turkish community that they provided me also with an introduction to NVC training.

I offer my warm thank to my parents, who encouraged and supported me even in my downs, and when I doubted myself, they believed in me. My sister Fatima Ezzahra, for her contribution to this thesis and support, all my friends, one by one. Without forgetting, my nephew Imran, who makes me happy in my depressed times.

Zineb Hajaoui

Istanbul, 2022

TABLE OF CONTENTS

ÖZ.....	iv
ABSTRACT	vi
DEDICATION.....	viii
ACKNOWLEDGMENT	ix
TABLE OF CONTENTS.....	xiii
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF SYMBOLS AND ABBREVIATIONS	xv
CHAPTER I INTRODUCTION AND BACKGROUND.....	1
1.1. Introduction and Background.....	1
1.2. Aim and Objective of The Study.....	3
1.2.1. Research Questions.....	3
1.2.1.1. Main Research Questions	3
1.2.1.2. Sub Questions	3
1.2.2. Objective of The Study and Statement of The Problem.....	3
1.3. The Significance of The Study.....	4
1.4. Outline of The Study	4
1.5. Limitations of The Study.....	5
CHAPTER II LITERATURE REVIEW	6
2.1. Introduction	6
2.2. Relationships	6
2.3. Organizational Communication	10
2.3.1. Verbal Communication.....	13
2.3.2. Nonverbal Communication.....	14
2.4. Violent Communication	19

2.5. Nonviolent Communication	22
2.5.1. Components of Nonviolent Communication:	24
2.5.2. Principles of Nonviolent Communication:	27
2.5.3. Modes of Nonviolent Communication	28
2.5.4. The NVC and The Communication Strategies	30
2.6. Problems of Organizational Communication.....	32
2.6.1. The Organizational Culture	32
2.6.2. The Diversity	33
2.6.3. The Discrimination	34
2.6.4. The Stereotyping.....	35
2.6.5. The Communication	35
2.6.6. The Hierarchy	36
2.6.7. The Nonverbal Communication	37
CHAPTER III NONVIOLENT COMMUNICATION AS A METHOD IN THE ORGANIZATION	39
CHAPTER IV RESEARCH DESIGN AND METHODOLOGY	48
4.1. Introduction	48
4.2. Research Design	48
4.3. Research Methodology	57
4.4. Data Collection.....	57
CHAPTER V FINDINGS: ANALYSIS AND DISCUSSION	58
5.1. Introduction	58
5.2. Data Coding.....	58
5.3. Results of Codes	58
5.3.1. Code Quotes and Meaning.....	62
5.3.2. Codes Relationship	81
5.3.3. Code Grouping.....	93

5.4. Similarities and Differences In Interviews	95
5.5. Results of Questions	96
5.6. Additional Data	120
5.7. Soft Nonviolent Communication.....	125
5.8. Discussion	127
5.9. Summary	129
CHAPTER VI CONCLUSION.....	133
REFERENCES.....	136
CURRICULUM VITAE.....	141



LIST OF TABLES

Table 4.1. Interviewers' Information.....	49
Table 5.1. Coded Segments of All Documents.....	59
Table 5.2. Quotes About Codes and Meaning.....	62
Table 5.3. Table of Codes Relationship.....	82
Table 5.4. Table of Codes Relationship.....	82
Table 5.5. Table of Similarities Matrix of Interviews.....	95
Table 5.6. Frequencies of Codes In Questions.....	97



LIST OF FIGURES

Figure 2.1. The Three Levels of Social Relationships	7
Figure 2.2. Communication Channels.....	14
Figure 2.3. Steps of The Nonviolent Communication	24
Figure 5.1. Coded Segments Of All Documents.....	59
Figure 5.2. Codes' Relationship Map	82
Figure 5.3. Relationship of The Organization With The Other Codes	84
Figure 5.4. Relationship of The Use of NVC With The Other Codes	85
Figure 5.5. Relationship of Connection With Others With The Other Codes	86
Figure 5.6. Relationship of Needs With The Other Codes	88
Figure 5.7. Relationship of Connection With Self With The Other Codes.....	89
Figure 5.8. Relationship of Performance With The Other Codes	90
Figure 5.9. Relationship of Saying No With The Other Codes	91
Figure 5.10. Relationship of Personality With The Other Codes	92
Figure 5.11. Hierarchical Code-Subcodes Model	94
Figure 5.12. Frequencies of Codes In Question 1	99
Figure 5.13. Frequencies of Codes In Question 2	101
Figure 5.14. Frequencies of Codes In Question 3.....	103
Figure 5.15. Frequencies of Codes In Question 4.....	105
Figure 5.16. Frequencies of Codes In Question 5	107
Figure 5.17. Frequencies of Codes In Question 6.....	109
Figure 5.18. Frequencies of Codes In Question 7	112
Figure 5.19. Frequencies of Codes In Question 8.....	114
Figure 5.20. Frequencies of Codes In Question 9	116
Figure 5.21. Frequencies of Codes In Question 10.....	118
Figure 5.22. Question 1 Results of Trainees' Satisfaction.....	120
Figure 5.23. Question 2 Results of Trainees' Satisfaction.....	121
Figure 5.24. Question 3 Results of Trainees' Satisfaction	121
Figure 5.25. Request Practices of Trainees	124
Figure 5.26. Code Co-Occurrence Model	130
Figure 5.27. Conclusion Of Research Schematic	132

LIST OF SYMBOLS AND ABBREVIATIONS

NVC Nonviolent Communication



CHAPTER I

INTRODUCTION AND BACKGROUND

1.1. Introduction and Background

Nonviolent Communication is a new management strategy used for listening, understanding, and exploring the ideas of others. It can be used in human relationships, from intimate close ones to business and social relations. The method was developed by Marshall Rosenberg in 1965 and based on his study of psychology, linguistics, meditation, yoga, and some other aspects that helped him understand more about this topic. (Marshall Rosenberg, 2015)

The nonviolent communication method aims not to change reality as such but interpersonal relationships where people try to understand each other better through empathy (Nosek et al., 2014). The method is not a confrontation strategy but an attempt to understand, which implies communication at a deeper level. The method does not make judgments about people or groups and does not seek to change them. It is a nonviolent form of communication used for people who have been hurt by the person or situation that is the object of their criticism. (Alejandra Suarez, et al., 2014)

Although the word "nonviolent" suggests that there is no violence involved in this process, this is not always true. Violence may be expressed through different forms such as physical, emotional, spiritual, and verbal abuse.

Nonviolent Communication is an alternative to the traditional forms of communication in the organization of companies and has given birth to new forms of relational interaction. The method is based on a specific concept: nothing happens in the world that is not the result of our attempts to understand each other. Therefore, what we propose is an alternative way of thinking about and making sense of problems and

conflicts with others. The basic premise underlying this approach is that conflictual situations in life arise from poorly understood communications—the gaps between what people say, what they mean, and what they hear; also, their background assumptions and needs (Cox & Dannahy, 2005)

Nonviolent Communication is a process-based approach to conflict resolution that includes active listening and honest expression. In contrast with many other processes, it comes from within each person and helps them develop self-awareness. Nonviolent communication offers individuals the skills they need to increase their self-awareness and enhance their ability to identify and make more conscious choices about how to communicate in the face of conflict situations in personal relationships or one's work environment. Techniques such as the calming response are examples of nonviolence. Moreover, it comes with four steps that can make the process organized for people to follow for a better understanding: Observation, Feelings, Needs, and Requests. (Marshall Rosenberg, 2015)

In a study conducted on organizations that adopt the NVC as a communication method by training that the center of collaborative communication gave, they discovered significant changes in 31 of 33 quantitative measures, including variables that reflect changes in work-related skills, interpersonal interactions, and motivation. They also found evidence that conversations and meetings are significantly more efficient. They conclude that Merck would resume spending in a 2–10-month time frame due to the estimated payback period for all expenses incurred by the training and improved executive efficiency. They also claim that executives felt their overall efficiency increased by 80% and just 10%, respectively. (Dr. Jane Connor et al., 2013)

When people work together and knowing they are supported, and happy is critical to the success of any business. When the quality of relationships and communication is excellent, and people are flourishing, this is likely to happen. This is about people working together to improve their businesses. They want to see a tangible change in their lives. They want to see their companies become more efficient and high-quality. They can make these improvements by directing resources in the right direction; this can be true with the NVC training. It is an efficient way of communication that the organization can provide for its workers.

Our research aims to improve how can nonviolent communication training be practical for people working in organizations and increase the organization's performance.

1.2. Aim and Objective of the Study

1.2.1. Research Questions

The research question is divided into the main question and a few sub-questions.

1.2.1.1. Main Research Question

How can nonviolent communication be a communication method that can affect the organization?

1.2.1.2. Sub Questions

- i. What is Nonviolent Communication?
- ii. How can the nonviolent communication method affect the person and the relationships between co-workers?
- iii. What aspects will be affected the most and create change in the organization with the NVC method?
- iv. Can nonviolent communication be a solution for organizational communication barriers?

1.2.2. The Objective of The Study And Statement of The Problem

The primary objective of this research was to analyze and describe all the successful aspects of the NVC that can change organizational communication if the training of the NVC includes their method of communication, so it can change the primary and traditional ways that have been used before with no practical improvements. The NVC is not much famous as it is even an old method but only used in conflict resolution. There is no research about the NVC as a method in organizations, which people can have it for group or intimate relationships conflict resolution but not as professional training in organization, even it starts to be a revolution for the NVC to the

organization world, and some of the organizations that use it for years like in the Netherlands in police organization, and Microsoft. However, there is research or studies about it and its benefits to them as a new concept that it can lead to a new generation when the organization has co-workers with advanced skills and good connections and effective organizational communication.

1.3. The Significance of The Study

This study aims to develop a conceptual framework to evaluate the impact of nonviolent communication training on organizational communication. This means to see how the NVC training can affect the organization as a whole, itself, and its workers if it adopts it as a cultural communication method. Interviews were conducted with international professional trainers of NVC; they do the NVC training for individuals and organizations. Hence, they benefit from the NVC in their lives and use it to work with it and teach it to others, even in an organization with managers and employees or with individuals, as they work somehow in organizations. However, they benefit from the training as they see that they need it to enhance their skills. In addition, the study comes to:

- To identify the gaps in traditional organizational communication.
- To explore how the trainers benefit from the NVC themselves before the trainees.
- To know how the NVC training can be included in the organization as a communication method.
- To prove the changes that can be after the NVC training on the organization and the people working there.

1.4. Outline of The Study

In chapter one, there is an introduction to the topic and background of the study. This chapter also includes the problem statement, research question, objectives of the study, and significance. Chapter two is devoted to the literature review. In contrast, chapter four defines the relationship between both research outcomes, chapter four methodologies, and the research design used for the study. Finally, chapter five is all

about findings and data analysis, while chapter six, which is the last chapter of our study, concludes the study.

1.5. Limitations of The Study

For limitations that we had in the research, the limited time to do more deep and other aspects of the research, as well as the limited articles and other studies about the subject of the NVC in organization, we can also mention the limited number of participants, as we can also have the organizations that they adopt the NVC and make the comparison of before and after the training with a quantitative study.



CHAPTER II

LITERATURE REVIEW

2.1. Introduction

This chapter presents the literature review for the study, and a theoretical perspective of it, which will help us understand the major concepts. Then, we will talk about the relationship in general and how it connects with our research and organizational communication as it is our research sector. Next, we will see how the communication can be violent, and in the final, we will present nonviolent communication.

2.2. Relationships

A relationship is a specific kind of link among two or more things or events. A relationship can also represent the effect that someone has on the thoughts or behaviors of another (Pam M.S, 2013).

Three types of relationships impact our lives: the relationship we have with ourselves, social interactions, and external relationships involving others who may or may not be directly involved in our lives but whose lives may be affected by ours (Reeler, D., 2007). The kind of relationship we create with ourselves, or others impacts our lives just as much as others' lives, whether directly or indirectly.

Society has a collection of individuals and organizations to create the social relationships introduced as three aspects that interact with each other: political society, civil society, and economic society (The Barefoot Guide Collection, 2015). When it comes to the workplace as a location that the organization constructs for a specific goal, its activity will be either in civil society, politics, or economics. Moreover, the connection between individuals in the organizations makes up the subsystem of society (The Barefoot Guide Collection, 2017). Each society, either political, civil, or

economic, has a collection of individuals and organizations that create society's subsystems based on their relationships.

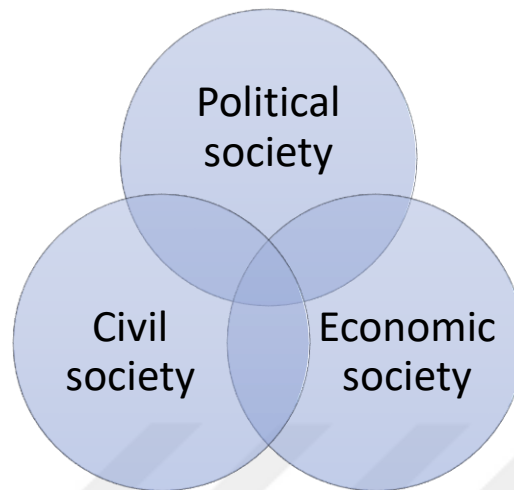


Figure 2.1. The Three Levels of Social Relationships

Source: Adopted from, The Barefoot Collective guide (2009, 2015, 2017)

Society is defined as the relationship between the individuals, in the family or the workplace, the relationship between the members of the family or the co-workers; it makes the ambiance inside an environment that is bearable or not (The Barefoot Collective Guide, 2011). The relationships are different from each other depending on the place; as for the family, the relationship is more intimate than the relationships inside the organization, but they are all working to make the environment of the individuals either comfortable or not, as people need to have healthy relationships to be stable mentally and physically.

The relationships among non-governmental institutions, companies, and public sectors can enhance or weaken specific social groupings or institutions. The growth process revolves around building relationships (Eyben, 2006; Scott-Villiers, 2004). They aim to achieve the organization's goal and create a thriving and long-lasting community (Eyben, 2006). Professional relationships are thus critical to business performance. Relationships in the workplace are not the same as work acquaintanceships. Social connections are ongoing institutions defined and formed by frequent shaped contact.

As Sias pointed out, staff members who connect infrequently participate in colleagues' connectivity, though not in a workmate correlation. Because professional relationships are meaningful and effective institutions, participation in or marginalization from such dyads has significant implications for people in the organization (Sias, 2012). The relationship between people who interact with each other in the workplace is the one that has a high impact on each other's performance inside the company, and it is also essential beyond that since people tend to spend more time with their work colleagues than their other personal relationships. Which makes professional relationships play a big part in an individual's life.

Relationships in the job place are divided into digital and face-to-face, so it is improved by social communication between colleagues to reach a specific goal. So, collaborating is based on relationships in work. Those relationships also have a good role in social and personal goals, like satisfaction in the workplace and feeling good personally. There are different colleague interactions in the workplace, including leader-follower connections, mentor or collegial interrelations, relationships with friends, and even intimate relationships. Professionals may have various relationships primarily based on data transfer, but they might have some meaningful connections defined by commitment and fellowship (Mikkola & Nykänen, 2019). Professional relationships are more than they seem, but also other personal relationships can be created in the workplace according to the person and their personality. Furthermore, since it is inside the organization, it should be guided with rules and limits that keep the atmosphere in the workplace reasonable, since it is passed almost all day with the co-workers for a productive time and a feeling of positivity and satisfaction.

As much as it is vital in the organization for the employees to achieve the primer goal, it is also essential for workgroups spirit inside the company and a sustainable relationship between them. Interpersonal relationships are mentioned in the relationships of the co-workers inside the company, so this kind of relationship is affected by processing and getting to the goal determined (Mikkola & Nykänen, 2019). Communication between co-workers and the culture inside the organization construct the relationships in the workplace; the amount of formality in reciprocal contact, for example, maybe to a standard that impacts work environment interactions, which means that in the workplace kind of relationships that is constructed is essential. The

workplace culture affects the relationship between the employee and the co-workers, as it is changeable according to interpersonal relationships, which is also the center of the communication system in the work environment. As in an organization, the co-workers have the opportunity to build new relationships as it is compulsory for everyone to work with everyone, even the undesirable workmates, for the reason of reaching the goal that is defended so that the relationships inside the company are necessary to be fluent and for the co-workers to have the spirit to work as a dynamic team for the same purpose (Mikkola & Valo, 2019). The company has a communication culture that determines the relationships inside the organization, as it is compulsory for co-workers to interact with each other to get the job done; even with people that have issues or undesirable behavior that makes others uncomfortable, it is necessary to find the right way to be in a good relationship with the workgroup. However, it does not mean the worker should force themselves to have a great relationship with everyone but at least try to be easy-going and comfortable to work with.

Trust defines a great relationship since it is founded on honesty, openness, and integrity. Empathy and compassion are also essential components of healthy partnerships. According to Covey, to create trust in the workplace, people must have excellent aims, capacity, and results. However, through the filters of NVC, it is primarily about purpose, which makes individuals more willing to hear one another (Covey & Merrill, 2006; Rosenberg & Chopra, 2015). In any relationship, whatever it is, personal or professional, it is essential to have trust between the people who are involved in it for a healthy relationship, and the same applies to co-workers; just as the NVC applies, to reach the purpose of the organization, trust must be the main component of a relationship between co-workers and besides, the fact that everyone is working for a particular purpose, it makes them willing to do what is required for their relationships to work which makes applying the NVC rules easy on organizations.

Rosenberg defines empathy as the power to be with others, feel, and understand the perspective of words they are presenting, accepting those feelings and needs even with no judgmental thought behind it. As a result, empathy increases human care for the well-being of others and fosters compassion. Empathy may occur on both a private and a social level (Zaki, 2019). Empathy improves workplace harmony and customer

satisfaction and boosts the organization's performance. Personal and interpersonal efficiency is also boosted by empathy (Miyashiro & Colonna, 2011). In 2012, Google discovered that one of the greatest teams was unusually people-oriented, as the group members took care of others' emotions and supported each other (Zaki, 2019). Relationships are established via communication, and the goal of NVC is to create an honest and compassionate connection that meets everyone's needs. People also utilize NVC to develop productive connections in business and politics (Miyashiro & Colonna, 2011; Rosenberg & Chopra, 2015). Empathy makes the person think about others without judgment and makes the relationship take a higher level of respect and trust, leading to fluent communication with the other. In workplace relationships, the NVC can also be applied to improve the relationships between co-workers. If the person takes care of the other's emotions by showing empathy, their relationship will improve even if they were not on good terms before.

2.3. Organizational Communication

As an organization, the first goal is to help human individuals get together for a goal that should be achieved that is hard to do alone, making it easy to be done as collective power to pass our challenges (Doug Reeler et al., 2009). The organization gives the power to some people to make decisions and choices; those people can be part of the government, have their businesses with big companies and holdings, or with social movements and local organizations (The Barefoot Guide Collection, 2009). The changes that are happening in the world require organizations also to follow all the changes, and that makes them more human and interdependent, less dependent on competition and hierarchy, and with no discrimination as old days, able to know the needs and different strengths of their individuals as it had been learned from the experiences before. Hence, society plays a vital role in reaching this kind of organization through innovation and experience of its forms (The Barefoot Guide Collection, 2009). With the world-changing, organizations are expected to follow for good results, which can happen through innovation and observation of past experiences that other organizations have had in the past, and that gives an advantage to the new administrators to make good decisions for the company they work in, like realizing that it is more powerful to have a good team and good relationship, with co-

workers cooperating for better results and deleting the hierarchy, the discrimination, and competition in the workplace.

The characteristics that make the system of the organization more substantial as a living system that humans have controlled are what individuals in an organization should do based on the principles and values they adhere to. It is not just what is written in the plan that matters, but what is because of the actual work and the more profound thought that goes along with it. Relations between individuals and organizations as well as the external environment. The customs and habits of an organization's regular, distinctive, and unwritten conduct. When compared to mechanical systems, biological systems evolve through time instead of mechanical systems that deteriorate with time (The Barefoot Guide Collection, 2009). What is beneficial for the organization is that human beings control it. It is a flexible system that goes with the changes inside and outside the organization, even between coworkers or between employees, customers, and suppliers. Since the plans and writing system is predicted, practicing it defines its effectiveness or not so that a living system can be changed and adjusted for the situations to be easy going and not hard to apply.

The ability to communicate effectively is critical in practice and can lead to better interpersonal connections in the job. To create effective communication, basic communication strategies include open-ended questioning, listening, empathy, and assertiveness. On the other hand, intervening factors have an impact on the link between good communication and strong interpersonal relations. Sexuality, generation, setting, civility, collaboration, identity, and exchange are all factors that might inhibit or increase the results of efficient communication and relationships between employees (Grover, 2005). Talking about communication also affects the relationships; if the communication is excellent and clear, the relationship is solid and productive; while considering the strategies that play an essential role in the communication between coworkers, like empathy, listening, and confirmation.

On the other hand, some factors positively or negatively affect communication on both sides, like gender, generation, and others. For example, the differences between generations can be problematic in the communication between coworkers, as the old generation does not accept to take advice from the young employees, since they

consider themselves to have more experience and that they would know if something needs to change or stay as it always was, like protocols. The new generation also considers themselves to have new ideas and techniques that could help the company change and move forward. Then it cuts the communication between colleagues and leads to conflict, low performance, and an uncomfortable environment inside the company. Furthermore, other examples could be listed, like gender, since many people consider gender a problem in the office, which can cause a lot of different conflicts, like when men do not take women's opinions seriously, which leads to women doing the same thing. Eventually, it leads to either violent communication or no communication at all, which certainly does not help the organization move forward and work towards its purpose. However, factors like these could also affect these professional relationships positively, and that could be explained in the example of gender since in some companies, women are influential just as much as men because they bring different perspectives than men, which can help the organization to look at all the aspects available and make changes accordingly.

For professional communication inside an organization, the company is linked to internal factors (workers, managers, and stockholders) and external factors (partners, customers, suppliers, and the communities). According to this viewpoint, each company requires a standard to guide its habits, methods, and decision-making, such as codes of ethics and morals, codes of ethics and performance, which refers to a set of formal, commonly agreed methods that convey the core principles to guide the entire company. A code's priority areas contain components of social duty that are targeted at all aspects of an organization's purpose and impact. The organization builds its mechanisms and systems for presuming responsibility to society (ethical rules, functioning regulations, Customer service departments), creates and improves thematic skills training, puts money into ethical audits, offers ethical help, and sets clear goals, rules and policies. Certain companies have an ethics advisor / ethical expert for their employees; as a professional, he uses his fundamental skills to steer the company in the correct direction while adhering to the values of honesty, objectivity, and secrecy (Condruz-Bacescu, 2020). The company must take a step toward giving an ethical guide that can control the relationships and the situations inside the organization. It is a good option for reaching the main goal without ethical issues. Some organizations invest money in trainers to solve these issues and control

them without extra damage. The company needs to keep an eye on every aspect of its management for better performance from the employees.

The process of communication, in general, is defined as the message that is transferred from the sender to the receiver by words or symbols. As the individual(s) receive it, so the phase of decoding the message as it comes as code from the sender; this decoding depends on the receiver's experiences and references, and it is essential for good communication, but in this process, the personal and the environmental can be barriers for good communication. After the receiver gives the feedback to the sender as a code and continues, the process goes on between them as it is a necessary process that allows sharing of information (Borkowski, 2011). The exchange of messages between the sender and receiver is an essential form of communication between coworkers since professional people use many emails and other messaging apps. While coding and decoding the message, its reaction can differ according to various aspects like the personality of the sender and their position in the company, and the kind of relationship between them and the receiver. That is why communication is complicated. The outcome could be either good or bad since the sender could have different intentions from what the receiver understood from what he received, leading to confusion and a potential conflict due to the misunderstanding.

Channels of communication are divided into two types that are important in communication to transfer information: verbal and nonverbal communication.

2.3.1. Verbal Communication

When the transfer of information comes as a dialogue, even with written or spoken words (Borkowski, 2011). As the following schema demonstrates different channels of verbal communication in the order of the amount of information transferred:

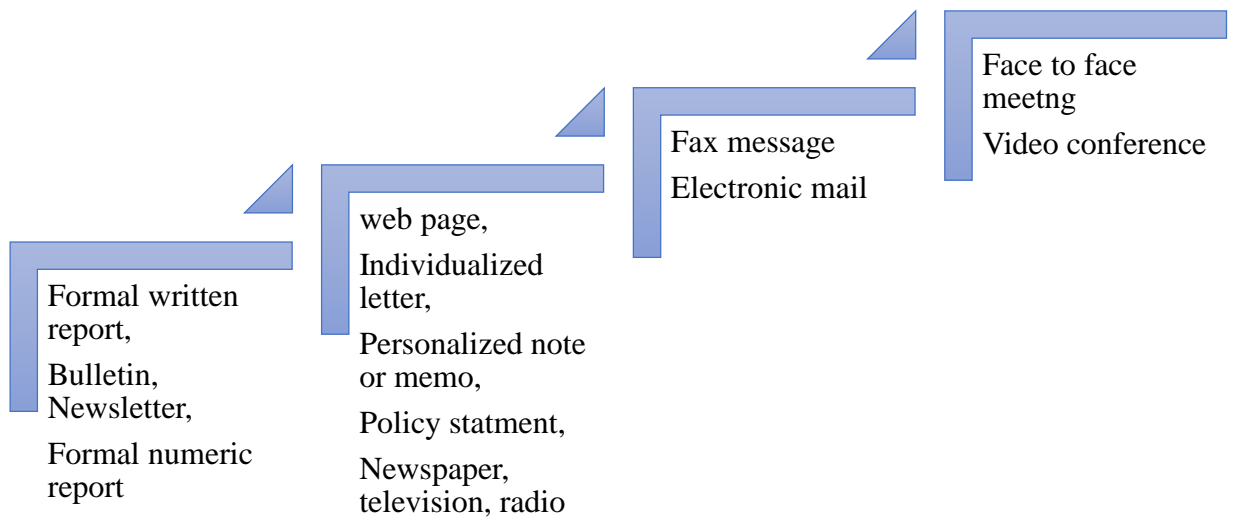


Figure 2.2. Communication Channels

Source: (Daft, R.L & Lengel, R.H, 1984)

These channels connect the co-workers to achieve the goal and are affected by some factors that make the communication even more effective or not, like the time, the way, and the feedback (Borkowski, 2011). Verbal communication is what people tend to use most of the time to communicate faster. Words are the primary tool for verbal communication. It uses a range of good ethical information transferred between people or problematic unethical words that create inappropriate situations. In the company, verbal communication is the main one to connect employees.

2.3.2. Nonverbal Communication

It is the exchange of knowledge without the need for words to decode information; it is classified into four types: Proxemics as the space used by a person, kinesics as body language, facial and eyeball activity, and paralanguage as the pitch, volume, speech rate and voice quality (Nelson, D. L & Quick, J. C, 2003). All of these are necessary for good communication inside the organization, as the direct contact between coworkers and the observation of the nonverbal communication between colleagues makes the work environment either motivating or not (Borkowski, 2011). Nonverbal communication is complicated because decoding the information given without words differs from person to person and depends on the kind of relationship between the

people. In the organization, the different relationships, managers with employees, and employees make nonverbal communication sensitive, as dealing with words may be the easiest. However, even with that, some misunderstandings may occur. Without words, people have different habits and ways of communication, and it makes nonverbal communication essential and a part that people need to pay more attention to since people's personalities differ; someone, for example, might say something with an indifferent tone and that may show to his colleagues that he might not be interested in what they are discussing and that he is someone who does not care. However, the truth in this situation is that he has the personality of someone who does not publicly show their emotions, so his intentions were misunderstood.

Choosing an appropriate channel of communication is an essential element of communication. The volume and type of information conveyed vary depending on the channel used; it also necessitates a grasp of the meaning of symbols and rich information in the communication (Borkowski, 2011). Communicate with others, especially in the workplace, is very important, as it is the way to transfer information necessary to have the job done, and also choosing the right channel is critical since it is necessary to have the appropriate one that will make no misunderstanding or confusion for the receiver to have all the information for a continuous process of the job and good results and performance.

For communication, barriers seem to have two kinds: environmental and personal. Limitations can be addressed by making intentional efforts to dedicate attention and focus to the conversation, lower hierarchy levels, customize signs and phrases, support words with movement, use various communication channels, and comprehend each other's beliefs and references (Borkowski, 2011). Inside the company, it is necessary to focus more on transferring the information so that the employees should pay attention to the communication between them, limit the barriers that may happen of something that can be controlled, be professional in words chosen, support them with gestures that can make the other understand the whole meaning of the information and, choosing the right channel as the type of information and its importance should be taken into consideration.

The essential components of effective communication are the will to communicate, knowing how someone else learns, the goal, substance, sender's authority, and the time and period. Organizational planning is the deliberate practice of expressing ideas clearly, succinctly, and convincingly. Goal, contexts, messaging, strategic reinforcement, and response are the five dimensions of the communication strategy (Borkowski, 2011). The company's communication strategy for its employees is a susceptible part. However, it is the central aspect of a good connection since its goal is to reach the desired results the company is working for. Understanding others and trying to let them understand clearly without any judgments, like discrimination, and respecting their limits, makes communication more accessible and more effective, making job performance better.

Effective communication inside the organization is an essential component of the business's ethics management program, facilitating the effective sharing of information on moral aspects relating to the characteristics of people or the organization overall. It is mentioned that the difficulty of developing an efficient business communication system lies at the crossroads of human resource and public relations roles. Simultaneously, corporate PR traditionally has a tenuous relationship with the HR function of management. On the other hand, Interior PR is meant to develop and maintain employee motivation via a feeling of connection to a successful and sustainable firm, also with the aid of communication strategy (Akhmetshin et al., 2020). In the company, adopting a good communication strategy is necessary for the relationships between employees. It does not matter the role of which part of the organization, either the human resources or the public relations; the most important thing is to have an effective strategy and a business communication system that makes the work more flexible and makes the employees motivated to work in team spirit effectively.

Whenever an internal communication system is fixed, there still is compassion among the project members; the psychological environment is matched, social aid at the workplace increases, responsibility rises, and the intensity of disputes reduces. The level of corporate connections contributes to the company's economic growth. Therefore, it is critical to consider the transformations in the surrounding environment in this circumstance. Worldwide digitization necessitates a revolution in classic

communication methods (Akhmetshin et al., 2020). The company should follow the updates in every area for innovation and keep up with the technological revolution; the classic communication methods are not efficient with the new revolution. The new technology allows companies to have easy and effective communication inside and outside the organization. That also gives the company better performance and good results.

High-tech firms are significant since they have an essential technical ability, fully prepared it solutions, expertise in running Investments in research and development, and applying its outcomes while becoming agents of many innovations, such as those impacting communication channels. The company has the choice between the traditional and the innovative way of communication use it; however, to have just a specific one is not accurate because it depends on the situation and the way that will be more effective (Akhmetshin et al., 2020). The use of specific ways of communication in the organization depends on the situation; choosing between technological or classic methods does not give effective results, as it is necessary to combine them according to the situation, for example, giving information about the new program in the company cannot be just by emails, as it is essential to have a meeting for discussing and taking feedback from the employees about it. However, for announcing the use of the program, the suitable way of doing it themselves is by sending the employees emails about it or writing on the board for everyone to see, since that would be faster and more convenient.

The most often utilized internal communication methods were discovered to be information boards, meetings (formal or informal), and internal instant messaging. Thus, more conventional communication methods coexist alongside modern communication tools; the latter effectively respond to collaborative demands, are less invasive than face-to-face contact, and allow multitasking. It has been found that employee events among the communication platforms are utilized less frequently. This outcome is most likely because businesses only utilize this sort of technology on rare occasions, and communication may become the method for precise dates (e.g., Christmas corporate celebrations). For external communication, it is to stress the widespread usage of email, which has already surpassed more conventional means of interaction such as letters and faxes. The regularity with which meetings, business

websites, and social networks are used is also significant. As was noticed with internal communication tools, new technologies have altered and shaped the way companies interact with their many stakeholders, with clear supremacy of digital methods over more conventional resources such as advertising, retailing, and sponsoring. Meetings, despite these changes, continue to play an important role (Simões et al., 2016). Companies should adopt their communication method according to the most useful and most comfortable one for their employees; applying the classic or technological methods according to the studies that have been done in other companies would not be the solution since it is different for every company, depending on so many aspects like the domain and the field of specialization of the company. Thus, the company should take a step and ask for feedback from its employees on what is the most effective communication method that will help them have better performance regarding their jobs and occupations.

The importance of NVC as a methodology in communication for a better and deep connection between people, as the therapists, psychologists, and business managers found out with their experiences, it is also a method that creates a good quality of connection that makes people deal with conflicts quickly and prevent misunderstanding, so that create a healthy relationship that builds on positive energy. The NVC is an extensive era that can also be used in communication as other things like thought, language, and the use of power (Marshall Rosenberg, 2015b). The researchers recognize the power of using the NVC in everyday life. It is so effective for the company to build better communication between coworkers and avoid classic conflicts created by everyday interactions. The NVC builds the confidence and empathy necessary as the first characteristics for avoiding conflicts and misunderstandings that can happen between people in every relationship, even those inside companies.

The words we choose impact our thoughts because they mold them. Utilizing language that contains blame, judgment, criticism, denying responsibility, demands, and verbal assaults is demotivating. It reduces the quality of connection possible within ourselves and others, decreasing the possibilities in every given scenario. The NVC also provided other familiars with respectful communication, collaborative communication, and others. So for the communication in the NVC, what matters most

for a good connection, is the technique that it uses; this technique is to talk to the self, first, about its needs and feelings and essential things, then to understand the intention of the communication, what the person wants from itself and the other. Thus, the intention is crucial in the communication in the NVC technique to make a clear and fruitful discussion and satisfying outcomes (Marshall Rosenberg, 2015b). People have different intentions; even with the NVC training given in the company, the will to apply it depends on the person. The NVC allows people to build a good connection with themselves and with others, no matter the type of the relationship, personal or interpersonal; the usage of this technique depends on the will to use it and the will to make it work for oneself and others.

2.4. Violent Communication

In the last decades, technology has started to take all the sectors, and it also has a way of communication inside the company for faster and easier way. However, some ethical issues are also known in communication technology.

Connections communicated via emails sent to multiple individuals, particularly in cc, do not allow for the calming of interactions. This is especially true in the event of unpleasant or even violent statements and interpersonal relations (Negative interactions). Moreover, the conversation is based on aggressive speech actions that are more concerned with aggravating a disagreement or keeping it tense than with informative and persuasive settlement with the same disagreement. This increase in anxiety, which appears to be associated with the existence of speaking actions that endanger the emotional connection, does not appear to be allowed to discuss opposing viewpoints (Romain & Fracchiolla, 2016). This technology of the NVC is trying to get rid of situations where it is hard to change what has been said or done, and using cc in an email is not helping this technology to work for the employees since sharing emails comes with sharing words that could be interpreted differently, it becomes difficult later to solve any misunderstanding which is the opposite of the purpose of the NVC.

The email encourages dispute and confusion, and it may turn into a series of assaults and encouragement of differing viewpoints among interaction partners. There at the end of the discussion, we find the debate on one (or more) topics that are not the

primary subject of the first email (here, the act of being involved (or not) in managing projects is changed, in specific, into a lack of understanding of the expert method's duties). The apparent threat of violence does not permit repairs or explanations (or anger). Furthermore, plays of control and authority lead to the spotlighting of institution locations, so simply informational email conversations may be regarded as using the threat of organizational status requirements to threaten (Romain & Fracchiolla, 2016). Not only just the emails that create misunderstandings between coworkers, but also other communication technologies like social media and phone calls, so the important thing is not the usage of the technology, but the way of using it and the purpose of the person who is using it; if the intention of the person was not appropriate then the communication method does not matter as long as the person has the wrong motive. For example, suppose a manager intends to insult a person by writing an email forwarded to other colleagues about the mistake. In that case, the NVC method does not take responsibility for the wrong usage.

Workplace relationships are also linked to sexual harassment. Workplace harassment in the sexual part has several negative consequences, including reduced job performance, excessive stress, absence, unavailability, and attrition. The legal concept of sex discrimination as engaging dangers to making employee choices such as recruitment, promotion, or closure upon those grounds of goal conformance, and sexual assault, characterized as physical intimacy behavior that unnecessarily interacts with an employee's work performance or produces a scary, violent, or hostile environments. Through the judgmental, media innovations like LinkedIn, Twitter, as well as Facebook, blog sites, and immediate texting on personal communications equipment has various characterization where certain workers grumble that some other employed person has created a toxic work environment for them beyond the office, where it then influences their actions (Mainiero & Jones, 2013). For decades sexual harassment inside the company has been discussed in every aspect. However, it is also a type of violence to create an unpleasant environment for a colleague by words or gestures that make the other person uncomfortable; this kind of violence sometimes leads to psychological problems like being traumatized and having social issues, but with the new technology that is introduced to our lives, new types of harassment also come along with it, as it has become now so familiar with these kinds of violence, for

sure the government should take a step to limit it, as it is also necessary for the organization to be aware of it and allow the victims to speak up about whatever kind of harassment they have encountered, and try and solve it by using the NVC.

It is our nature to enjoy giving and receiving compassionately. We have, however, learned many forms of life-alienating communication that lead us to speak and behave in ways that injure others and ourselves. One form of life-alienating communication is moralistic judgments that imply wrongness or badness for those who do not act in harmony with our values. Another is comparisons, which can block compassion both for others and for ourselves (Rosenberg & Chopra, 2015). In every relationship, acting in specific ways can destroy it, whether professional or personal. Judging or comparing others can be, in a way, very violent to the other, as now people have different interests and personalities, so accepting others without making any judgment can be very useful for building good relationships inside and outside the company.

Life-alienating communication also obscures our awareness that we are responsible for our thoughts, feelings, and actions. Communicating our desires in the form of demands is another characteristic of language that blocks compassion. It also hides the sense of responsibility for one's ideas, emotions, and behaviors. Another aspect of language that inhibits empathy is the ability to express our wishes in the manner of demands. (Rosenberg & Chopra, 2015). Demanding others can create a block of communication, as it is also in our human nature. Even if you give orders and demands to a child, they will react badly and manifest against the act since it comes for them as a sectarian act. The same goes for adults that can understand these actions more clearly and can even react in different ways, which explains why this act is also considered a form of violence that limits the communication and connection between people.

Distinct methods of communication that cause sentimental harms involve but are not restricted to: (Rosenberg & Chopra, 2015; Sullivan, 2007)

- Requiring others to meet our needs even more forcefully on them.
- Comparing people with others in the sense of being worth more.
- Accusing others of their behavior, thoughts, or emotions

- Labeling or diagnosing is making a judgment on others without knowing them and what they are.
- Creating moral evaluations and judgments that imply rightness or wrongness, negative or positive.

According to a recent study, verbal aggressiveness may trigger violence between spouses in marital conflicts. Lack of communication skills may incline spouses to resort to verbal violence in family dispute situations rather than more productive means of communication such as debate. This implies a need to better understand the role of verbal aggressiveness in interpersonal violence. In terms of personal use of verbal violence by the married couple with their most recent conflict, research comparing a sample of non-battered women to a clinical study of abused spouses is provided. Although there were numerous disparities, character assaults distinguished the strongest among violent and peaceful marital conflicts among the ten categories of verbally hostile communications evaluated. Two problems spotted were the degree of verbal aggressiveness in violent and peaceful arguments and the link in marriage usage. Implications are explored, particularly in researching stressor violence from a communication standpoint (Infante et al., 1990). Verbal violent communication is the most direct and aggressive one, and it leads to severe problems in relationships, as it cannot be forgiven and is hard to solve. The important thing is to know how to respond to verbal violence in a way that will not lead to aggressive physical interactions. It is essential to control these situations, especially in a professional setting where respect is necessary between colleagues.

2.5. Nonviolent Communication

The book "Nonviolent Communication: A language of life." was written by Marshall B. Rosenberg, the founder of the nonviolent communication approach. This resource includes detailed, step-by-step instructions on how to communicate effectively. Rosenberg argues that the method might serve as a reminder that humans can live in a society where they can relate to one another in a more natural way, which may be why nonviolent communication is also characterized as compassionate communication. This book guides self-development to an ultimate relationship between others with

different kinds of relationships. Work to solve confrontations more easily, acquire everything you want without making demands, listen to others' concerns, build your private and organizational connections, and live up to your highest capacity (Rosenberg & Chopra, 2015). To apply nonviolent communication, it is needed to understand it first, have patience, and have the will. However, even though the NVC is easy to understand, it is hard to use in daily life situations, especially in conflicts and stressful moments. Therefore, it is more efficient to apply it before the conflict to avoid it from happening, and although the NVC needs practice, it is not something unreachable.

NVC encourages profound listening, respect, empathy, and a shared willingness to offer heartfully. Most individuals use NVC to react compassionately to themselves. In contrast, others use that to deepen personal connections, yet others use it to develop productive partnerships at the workplace or in politics. NVC is used to arbitrate conflicts and disputes at various levels worldwide (Rosenberg & Chopra, 2015). The NVC is helping people communicate with others, create good relationships, and have a better personality by being honest, respectful, having empathy, and self-confidence so the person would not have a problem voicing their problems and fixing them. It also means that the NVC can help people have the courage to handle any situation at work by teaching them how to have those previously mentioned qualities.

Nonviolence is more than just the absence of violence or self-suffering. Love, honesty, and bravery are all components of nonviolence. "I enjoy seeing and accepting compassion in any hurtful behavior. The bravery to live with the truth, face potential risk, and fight for the truth" (Miki Kashtan, 2015). To be nonviolent is a big step for the person to take; it is brave but hard to do with everyone because sometimes people get into situations with stress which causes physical or verbal violent communication. Moreover, people need to have love and a sense of honesty that will help them accept others and show compassion.

The NVC has two essential parts:

- The first one is the honesty expressed in the four components of the NVC.
- The second one is empathy as also received through its components.

Practicing the NVC in every situation can be difficult, depending on the person's personality and mentality. It also depends on the situation, which means the NVC can be useless in some situations. It is hard to apply sometimes because it comes to expressing feelings, which is considered a personnel part since it requires sharing what the person thinks in interpersonal relationships. It is necessary, to be honest and to be able to express your feelings as it is crucial in communication for a better understanding of what is required of the other person. Empathy is the central part of the NVC process, and to apply it; it is necessary to understand how to use it, especially in the observation part; it is vital to have empathy and to think of the other part without judgment, also in the part of requesting so that it should not turn into a demand. It is hard to apply in interpersonal relationships because most people think that acting empathically is a sign of weakness or misunderstand it as wanting to make a personal relationship with a co-worker or as sexual harassment.

2.5.1. Components of Nonviolent Communication

Rosenberg orderly defines the components of NVC as observations, feelings, needs, then requests. So for the first three steps of observing the other's words and acts and after the step of feeling it, then connecting the feeling with the need that comes afterward, all of these present the nonviolent communication that has been used for expressing the truth of the self (Rosenberg & Chopra, 2015).

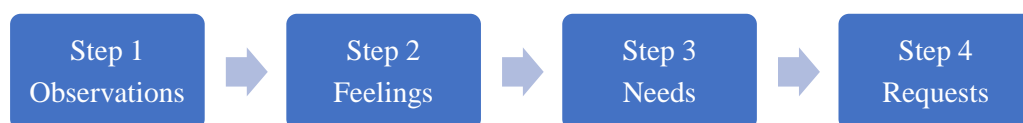


Figure 2.3. Steps of the Nonviolent Communication

Observation is a factual description of anything that occurs when individuals see anything in a non-judgmental manner. The NVC distinguishes between observation and judgment. The individual is judged when they incorporate the judgment into the observation. Evaluation is related to identifying and judging. It causes individuals to

be defensive, which leads to misunderstanding, irritation, and violence. "Judicial communication in words of 'right and wrong,' 'true or untrue,' frequently obstructs open and free relationships." (Rosenberg & Chopra, 2015; Vazhappilly, J.J. & Reyes, M.E.S, 2017). Evaluation is related to judgment. Evaluation includes judging and comparing. It causes individuals to be defensive, which leads to misunderstanding, irritation, and violence. It includes creating or assigning labels such as "good" or "bad." Evaluation has a hierarchical structure of judgments that makes it difficult for the individual to know how reliable they can trust the person who is evaluating. In the NVC, observing is seen as taking a factually descriptive statement and letting it be without incorporating any judgments into it. Observation encourages individuals to take in what they see without evaluation or judgment. It includes seeing how people interact with each other in a non-judgmental way, which allows for understanding and empathy.

Feelings are mental perceptions of bodily states that occur when the brain processes emotions and physical experiences resulting from the body's reactions to environmental stimuli (Damasio, A.R., 1999). Pleasant and unpleasant sensations tell us of one or more satisfied and unmet requirements, respectively. Feelings are distinct from thinking in peaceful communication. People frequently communicate what they believe is happening in replacing what they feel. Less the emotions are effectively handled, the longer the pain lasts since if a person could identify their needs, they might recognize what requires to be met and how to accomplish it (Rosenberg & Chopra, 2015; Vazhappilly, J.J. & Reyes, M.E.S, 2017). Feelings are bodily sensations that communicate the physical states they have experienced to people. Some feelings include joy, anxiety, sadness--all emotions. The brain consciously creates feelings. In other words, we must think about our feelings in existence. At times, "telling it like it is" can be difficult because one's feelings have been replaced by a story of what he or she thinks is happening; therefore, to express feelings in communication, they must be revealed and shared without any pre-established story. When one has been communicating about his or her needs for a long, he or she can be unaware of any connections between what you want and how you feel. The body language and facial expressions in communication reveal the feelings people have. The nervous system responds to stimuli from the environment. The brain creates feelings resulting from

such reactions perceived as pleasant or unpleasant. The more they are not effectively handled, the more prolonged pain lasts.

Needs are the fundamental motivators of human behavior. Marshall explains that inner wants are fundamental and universal. Needs and tactics are not the same things. "Needs to have no reference to anyone performing any specific action." "Strategies are precise acts that certain persons can take." There are several ways to meet one's requirements (Miyashiro & Colonna, 2011; Rosenberg & Chopra, 2015).

Moreover, basic human needs must be viewed as a network, the movements of which do not follow a hierarchical linear relationship. According to Max-Neef, needs may be met at different levels or settings inside societies: for oneself, the social group, and the environment. (Max-Neef, 2010). Although there is a wide range of needs, it can be said that three main ones are considered to be actual needs: survival, belongingness, and security. Other primary needs include love, esteem, power, and adventure. These need-based motivations have always existed in human society, and they frequently lead to destructive behavior. For example, humans use violence to protect their group by fighting aggressors and taking what they need to meet basic survival requirements.

Requests are precise proposals or invites. Marshall proposes differentiating between Request and Demand. The request is feasible, but it paves the way for the other party to say no. Demand is violent as it is scary and overwhelming. Demand is a type of 'power-over,' It does not result in a healthy, equitable relationship (Rosenberg & Chopra, 2015; Vazhappilly, J.J. & Reyes, M.E.S, 2017). The difference between a request and a demand is that some people will refuse a request if they do not like the demand, as it is seen as a violent way to ask something from the other. Some people cannot find the right words to ask for what they want, so they make a demand that the other party will not appreciate. When it comes to conflicts and arguments that lead to a problematic situation with undesirable results, demand can also be seen as an ultimatum.

2.5.2. Principles of Nonviolent Communication

Nonviolent Communication (NVC) is a sympathetic discourse in which individuals may transcend above differences in ideas, judgments, and assessments to reach the feelings and inner needs of the people involved. NVC allows for an empathetic connection between ourselves and others (Krzisnik, R, 2018; Rosenberg & Chopra, 2015). NVC is founded on the following principles:

- People have almost the exact needs, even if the methods employed to satisfy those needs differ. Conflicts arise at the level of tactics instead of needs due to techniques combined with perception (Miki Kashtan, 2015; Rosenberg & Chopra, 2015).
- All judgments, assessments, criticisms, or rage reveal the owner's satisfied or unmet demands.
- Feelings indicate whether or not needs are being satisfied. Positive and negative sensations are associated with satisfied and unfulfilled needs, accordingly. The evaluation, either one of satisfied or unmet requirements, incorporates assumptions or beliefs (Miki Kashtan, 2015).
- All acts are taken to fulfill wants, whether conscious or unconscious. Individuals only turn to violence once they are unaware of more efficient ways to fulfill their demands.

At the beginning of communication with others, everyone has the exact needs. When people start to have conflicts, the techniques used are different and have been misunderstood. For example, in communication between colleagues, the first need is to understand the goal determined and respect in the conversation. Communication between people who use different techniques can be difficult, as one person might need more information to understand, and the other might expect the other to understand without explanation. If the connection is interrupted, no one will be satisfied with the results.

2.5.3. Modes of Nonviolent Communication

There are three components of nonviolent communication, self-empathy, receiving empathically, and expressing honestly.

Compassionately engaging with whatever is going on inside ourselves is what self-empathy entails. This may entail, without blaming, recognizing our ideas and judgments, noticing our emotions, and, most importantly, connecting to the needs that impact us. NVC has the potential to free us from cultural constraints and settle internal disputes. People go from a sense of powerlessness to possibilities in this process, and they may empower themselves for better acts. (Rosenberg, 2005; Rosenberg & Chopra, 2015).

In this world, the person who is the most powerful is the one who appreciates themselves and has a high level of self-empathy. It is a psychological problem known in the world that can lead to suicide if the person suffers from a low level of self-empathy. Therefore, it is the first and most crucial component of NVC to have first the appreciation of self and confidence and connect with the inside ideas, feelings, and needs, apart from the outside impacts that can disturb the peace of the self. The most successful people have a peaceful, strong connection with themselves. This connection gives them the energy to go forward in life and also the ability to connect with others. Without self-empathy, the person can not be empathetic to others or be empathetic with others. Therefore, it is essential and the first step that the person should develop for going to the other steps, the connection with others.

Receiving empathically entails "connecting with whatever is alive in the other human and what might make their life great." It is not a cerebral comprehension in which we comprehend what someone else says. Empathic contact is a heart-to-heart connection in which one recognizes another person's attractiveness, creative energy, and life that is living another. It does not imply that we must have the same emotions as the other individual. That is compassion when another person's distress saddens us. It does not imply that we share the same emotions; rather, it indicates that we are on the same side as others. You are not there with them if you are thinking of attempting to comprehend them (Rosenberg, 2005; Rosenberg & Chopra, 2015). In communication between two

people with different personalities and mindsets, to have good communication, it is not necessary to have the same mindset or feel the same feeling, but to hear the other compassionately and empathically is one of the components that leads to satisfying results. Taking others' feelings and emotions into consideration without judgment is needed to connect with people efficiently.

Removing the mind and listening with our entire being is what empathy entails. NVC proposes that people concentrate on listening for the bare observations, feelings, wants, and requests, regardless of how the other person communicates themselves. It is recommended to reflect a version of what the other person has said, highlighting the NVC components present in their communication for beneficial communication, such as feelings and needs (Rosenberg & Eisler, 2003). To have fluent communication between people requires empathy, as the NVC gives, and for that to be efficient, it should be with listening carefully to others without judgment. Observing nonverbal communication that comes from the other is the right way to have beneficial communication that goes both ways, for oneself and the other, and to keep the situation going in a good way that no one has to be violent to the other, as a basic level of communication without interfering with the type of the relationship in between.

Expressing Honestly usually entails sharing an observation, sentiment, desire, or request. If the background of the conversation is apparent, a comment may be ignored. If there has been enough connection, or if the context is such that mentioning an emotion is unlikely to help to link, a feeling may be omitted. It is claimed that expressing a need in addition to an emotion reduces the likelihood that people will assume you are blaming them for your feelings. Similarly, expressing demand and stating a need is thought to make it difficult for people to infer from an unclear demand that they satisfy your needs. The factors are combined to interact synergistically. Observation provides the framework, feelings assist connection and move out of our minds, needs support connection, and identifies what is essential. A request specifies what kind of answer you would appreciate. Combining these components reduces the likelihood of individuals being entangled in possibly disjointed conjecture on what they want of themselves and their reasons (Bob Wentworth, 2010). People are different in their mentality and way of reacting, so to avoid misunderstanding in a conversation, and it is needed to be transparent and honest, expressing their genuine feelings and

needs so that the other party will understand what is required. For example, to ask someone in the workplace to do a specific job, it is necessary to be clear about what is expected, with details and examples if necessary, then express the feeling that it will be satisfying to do the job in the right time to avoid any anger feelings or other feelings that will end with a conflict so that the other person will take into consideration all the aspects as they are explained. As a result, honesty makes the situation more transparent and more manageable.

A study revealed the effectiveness and usefulness of NVC treatment on male parolees' empathetic communication and coping. As a result of this situation, participants were able to manage their interpersonal interactions better and lay the groundwork for forming good and supportive social relationships and networks. Government help has been highlighted as an essential factor in effective reintegration. Future studies and programmatic efforts should focus on supporting paroled individuals in developing the coping and skills in communication required to form meaningful connections and manage the complex interpersonal interactions prevalent in all parts of community life (Marlow et al., 2012). The impact of NVC on people, even those with anger or self-control issues, is effective. The training for this part of the population makes the difference as it teaches them to integrate empathy in their communication. So, for example, a person with anger issues lets his anger take over his personality and ends up in a situation where it was so severe that he was convicted of a crime and was dragged to prison, but, after the NVC training, he was able to control himself and his relationships as he became more aware of his actions and their impact on others, which eventually helped him in understanding what empathy can do and that it can help him in many ways.

2.5.4. The NVC and The Communication Strategies

Nonviolent communication and strategic communication are powerful skills in today's communication landscape and will be especially useful in future undertakings. Furthermore, it is disturbing that when one eventually decides to act, it is with violence. Killing violence with violence is not the way to go. Communication has the power to put an end to violence. Nonviolent communication and strategic

communication are both techniques that can make a difference by providing the capacity to influence change in different ways but with the same end goal in mind. NVC is a method that may still be quickly adopted in acting compassionately and remembering its fundamental ideals, which emphasize traits like empathy. However, NVC may not be the best model to use in difficult and stressful situations.

On the other hand, strategic communication is utilized in the middle of any event, regardless of how complex or stressful the circumstances are. Furthermore, these techniques are comparable in that they have strategic aspects (Ask, 2016). Therefore, using either NVC or classic strategic communication is an effective strategy that people can use and consider the aspects. The NVC may be a new concept that people are not familiar with since it seems at first like a strategy that builds a personal relationship between two people. However, as it is applied in the real world with training, it gives good results that help in many situations; as it is not effective in stressful situations when people cannot think with the pressure of anger, the classic strategic communication can be applied in every situation. It is helpful because it controls the situation, preventing it from becoming a severe problem. However, as much as there are rules that control situations, it is acceptable to take action for a healthy environment inside the company.

Finally, NVC offers an alternate perspective on human nature. It helps individuals embrace every person's entire humanity, regardless of how dissatisfied they are with their behavior. Because NVC recognizes human dignity in everyone, it may aid in the recovery of the ethic of authenticity. NVC eliminates the distinction between "us" and "them," as well as labels, blame, and violence by concentrating on universal human fundamental needs. As a result, NVC might shift from cutting to linking communication (Krzisnik, R, 2018; Miki Kashtan, 2015; Rosenberg & Chopra, 2015). Nonviolent communication is a fundamental approach to a new level of communication. Companies can benefit from this approach, as it builds a good connection between the employees without being forced to be in a personal relationship. It is also a way to be aware of our own needs, listen carefully to others' needs, and respond in an empathic but professional way. NVC is an advanced level of maturity in relationships; it can create awareness of details that can affect communication between people, especially for co-workers in any company. The

difference that the NVC makes in company relationships is not only to develop them and build strong teams for work but also in the self-development, as it makes the person more conscious of his needs and clearly expresses them to get a better reaction and better answers, which helps in being less stressed and having a better mood for a high level of motivation.

2.6. Problems of Organizational Communication

2.6.1. Organizational Culture

Culture is the total of all learned behavioral traits that people in society share. People's perception of social norms and the actions they believe they should or should not undertake are influenced by culture. Cultural work values cultural differences, leading to better individual performance and job satisfaction in the workplace. Therefore, it is critical to determine employees' cultural values. The experience and knowledge of a person in society are included in culture. The need for managers to deal with cultural diversity changes as international corporations expand. The differences in nationalities and culture result in different working styles in one organization. The working environment will be more confluent if expatriates and local workers cooperate (Ramlan et al., 2018).

The culture of an organization will influence the work performance of its employees. The expatriates' culture will impact how they complete tasks or interact with each other in an organization. A leader in an organization must understand the role of culture in his workplace. Particularly for expatriates, a country's culture can be a significant determinant in their working performance.

There are many parts of our identity, but language is essential because it defines who we are. Language enables people to express their emotions, share feelings, tell stories, and communicate complex messages and knowledge. It is usually a communication issue or an exchange of meaning that causes a language barrier. Language is an integral part of a person's identity because it allows them to comprehend social aspects and interpret their behavior. Cultural differences cause language differences in expatriates. Cultural differences and language barriers frequently go hand in hand. Messages can

easily be misunderstood. This can significantly affect your performance at work and can lead to a communication barrier. Language barriers make it difficult for expatriates to communicate with other workers, resulting in lower productivity.

Communication is the process of using messages to create meaning between two or more people. Both verbal and nonverbal messages are used in communication (tone of voice, facial expression, behavior, and physical setting). The exchange of information between people using speech is known as verbal communication. Body language includes facial expressions, eye contact, and voice tone, which are nonverbal communication. Incorrect communication may result from cultural differences in body language and other behaviors. Each culture has its interpretation of the same action. Cultural miscommunication is one category that describes cultural miscommunication because culture influences the communication style of various cultural values, attitudes, and beliefs.

People choose their cultural identity and how closely they follow the norms of that culture. Cultural norms have an impact on the workplace, sometimes resulting in conflicts. Organizations must adapt. Since years ago, when societies were less mobile, workplace practices that matched a person's cultural identity norms were commonplace. People sought work near family homes, and organizations created holidays, observances, practices, and customs that suited most people. In general, organizations were not expected to accommodate everyone's preferences. The organization should go beyond accommodating its majority groups and instead develop an individualized approach to practices and norms. The organization should provide the bridge between workplace flexibility and corporate goals while also meeting individual needs.

2.6.2. The Diversity

Although much has been said about age, race, gender, ethnicity, religion, and disability status, experts now recognize that these demographic characteristics are the tip of the iceberg. The majority of demographics reflect surface-level of diversity. If people see themselves sharing more important characteristics, they are less concerned about demographic differences. That could be seen when illustrating two employees with

different backgrounds who, as they get to know one another over time, discover that they are both deeply committed to their families and have a standard way of thinking about important work issues such as collaboration and are interested in international assignments. The more profound similarities between them can overshadow the more superficial differences. According to research, they will work well together (Robbins & Judge, 2016).

Diversity management must be a continuous effort that spans all levels of the organization. Then, policies to improve the diverse climate can be successful.

2.6.3. The Discrimination

Discrimination is the act of judging people based on stereotypes, and the discrimination is frequently seen as a negative characteristic in society. The coalition, which began with 11 companies, now includes 190 firms from nearly every industry. As of 2015, the company had employed 217,000 veterans, and it expects that number to rise to 100,000 by 2018. Eliminating the discrimination is part of diversity management (Robbins & Judge, 2016). Workplace discrimination undermines organizational effectiveness. Affirmative action is required to give an unfairly disadvantaged workforce group the chance to succeed. Any program risks including underqualified people from the target group while excluding qualified individuals from other workforce segments. Resources are always in short supply. Managers must strike a balance between the ethics of affirmative action and the responsibility of developing their workforce for the benefit of their organizations. Unfair of discrimination presumes that everyone in a group is the same. Unfair of discrimination is frequently very harmful to both employees and organizations.

When an individual or group is mistreated because of their race, gender, sexual orientation, or other characteristics, and the unfair treatment is tied to a system of power and privilege favoring one group over another, this form of prejudice is called the discrimination. For many years, the discrimination has been a part of organizations' policies. Every year, tens of thousands of cases of the discrimination are documented.

2.6.4. The Stereotyping

Stereotyping is the act of judging someone based on our perception of the group to which they belong. Stereotypes can be pernicious because they may affect discrimination perpetrators and influence how potential discrimination victims see themselves.

The fear of being judged when associated with a group's negative connotations is known as a stereotypical threat. Stereotyping can occur when we are a minority in a situation. For example, the issue of whether or not the worker is up to date with current trends, rather than whether or not he internally agrees that older workers (the group he identifies with) are outdated, creates a stereotype threat (the stereotype) (Robbins & Judge, 2016). People become their own worst enemies when they feel a stereotype threat. People may over-identify with the stereotype, over-compensate for the stereotype threat they feel, perform different when reminded of their stereotyped group, and have lower performance, less satisfaction, negative job attitudes, decreased engagement, decreased motivation, and higher absenteeism, more significant health issues, and higher turnover intentions. The degree to which we agree with our groups' negative stereotypes.

Increased awareness of how stereotypes are perpetuated, reducing differential and preferential treatment through objective assessments, banning stereotyped practices and messages, confronting micro-aggressions against minority groups, and adopting transparent practices that signal the value of all employees can all help to reduce the stereotype threat.

2.6.5. The Communication

Filtering. Filtering is when a sender deliberately alters information so that the receiver sees it more favorably. For example, filtering information is when a manager tells his boss what he believes the boss wants to hear. Employees tell their bosses what they think they want to hear because they fear delivering some bad news with the desire to please the boss, which distorts communications upward.

Information overload. Individuals and organizations alike face a severe problem with information overload. To manage it, follow the steps described earlier in this chapter. Individuals tend to select, ignore, pass over, or forget information when they have more data than they can sort and use. When people have more information than they can sort and use, they lose information and communicate less effectively.

Emotions. Emotions have been shown to affect how people interact with their messages significantly. For example, negative emotions cause people to read content more carefully, while positive emotions give them confidence in the opinion they are forming after reading a message.

Lying. People may tell one to two lies per day. People are more comfortable lying over the phone than face-to-face. People are more comfortable lying in e-mails than when they have to write on paper. Many people are terrible at detecting deception in others. There are no nonverbal or verbal cues that are unique to lying. Finally, many lies are encased in truths. Usually, a liar will give a somewhat valid account with just enough details changed to avoid detection. Communication is difficult because of the frequency of lying and the difficulty in detecting deceivers. This makes it a particularly formidable obstacle to effective communication.

2.6.6. Hierarchy

One of the significant barriers to open communication and assertiveness between healthcare professionals is the highly hierarchical nature of health care. People at the "bottom of the ladder" have difficulty speaking up due to hierarchies and power disparities. It is unclear how culture influences communication behaviors and patient safety. Nurses are regarded as knowledge workers in an independent discipline rather than servants to medicine. In countries like Japan, despite efforts to reduce the hierarchical divide between healthcare professionals, power disparities and deeply-ingrained patterns of respect remain strong. Leg hierarchies and status influence nurses' willingness to speak up when they have concerns about patient safety.

Health care is a dynamic and complicated industry. The hierarchical structure is prevalent in Japan. Doctors have a much higher status than any other healthcare

professional. Unidirectional communication can be difficult and time-consuming. This results in nurses finding it challenging to be assertive and speak up to doctors. Gender and seniority also influence position in the healthcare hierarchy. The Japanese healthcare industry is highly gendered; 80% of physicians are male, and 94% of nurses are female. Professional and technical workers in Japan have a significant gender gap. According to international studies on conformity, women are more likely than men to conform, and they are more inclined to try to accommodate rather than assert themselves. Seniority is a significant factor in Japanese culture. In Japan, seniority is linked to age, unlike many other countries where positional hierarchy is unrelated to age. Seniority is treated with much respect, and opinions are respected. However, the younger generation of healthcare workers is less respectful of seniority. This generation gap can hurt nursing relationships between people of different generations. Unstated assumptions, perspectives, and expectations can cause conflict in workplaces where generational differences exist (Pmura et al., 2018).

The culture of shame affects the ability of less experienced employees to challenge authority and hierarchy. The well-known proverb, "a rice plant's ears grow ripe and swing low," emphasizes the expectation that virtuous people will humble themselves rather than be proud. Bullying is directly linked to hierarchy. Workplace bullying is referred to as "power harassment" in Japan.

Hierarchy is one of the most potent inhibiting factors of assertive communication. Participant 3 describes hierarchy as "a factor that makes us hesitate to speak up."

Educational programs have been promoted as a valuable strategy for improving doctor-nurse communication and relationship. The change of professional status at organizational and social levels may take time. However, a successful educational intervention to improve nurses' assertiveness could be a significant step in the right direction toward reducing communication difficulties.

2.6.7. The Nonverbal Communication

The nonverbal aspects of attraction also provide information about dominance and relationships. In a healthy and successful relationship, the dominant person will use

behavior to make themselves seem powerful. However, the submissive person uses gestures to let that person know they are not attracted. Though they are not the same, power, dominance, and status are linked. For example, control is a vertical dimension that is inherent to power. The power pose is one example of nonverbal cues that display this. Talking time and interruption are two other nonverbal behaviors linked to power. According to the biological perspective, findings show that specific nonverbal power and status indicators are universal across cultures. Particular aspects of culture, such as feet up on one's desk, can be influenced by culture (Bonaccio et al., 2016).

Gender differences in power cues. Gender impacts what constitutes nonverbal displays of power for each sex. Because of gender stereotypes and their experiences as children, women and men have different communication patterns. Women's communication is more affected by formal power than men's. Having power is linked to greater volubility for men but not for women. Nonverbal displays are frequently used to express gender disparities in leadership. For example, men who express anger are given more social status, whereas women who express anger are more petite.

CHAPTER III

NONVIOLENT COMMUNICATION AS A METHOD IN THE ORGANIZATION

Communication is the key to most successful relations. A strong communication strategy can pave the path to success for any organization. However, most communication strategies miss the critical point in most successful communication - relationships. Even if you get the best communication campaign ever made, if most people are not receptive to its message, the campaign is most likely doomed to fail. Enter Nonviolent Communication. It teaches you to communicate so that anyone can receive your message. It does not matter if your message is conveyed through e-mail, a public speech, or a one-on-one personal conversation. Nonviolent communication ensures that the people hearing your message will relate to it and see it in their light.

Nonviolent communication may be used in many aspects of life and various settings, including romantic relationships, school, family, institutions, negotiations, counseling, disputes and conflicts, and so on. It is sufficient to demonstrate our aspirations, willingness, and sincerity in communicating emotions, sentiments, and requirements. It is critical to hear and listen. So said, we cannot afford to judge, evaluate, draw inferences, or make decisions for others. Approaching a dispute in the way suggested by Marshall Rosenberg opens the door to putting the conflict at the center of what participants feel on a personal level in a specific circumstance. To promote the effective rehabilitation of any dispute and make it simpler for children to comprehend, the contemporary teacher must find an acceptable approach based on the principles of nonviolent communication. Students must accept the selected conflict resolution model and use it in real life when they find themselves in a new arena of conflict (Džaferović, 2012). NVC is a flexible concept that can be applied in many different relationships and situations, no matter the organization's era. It is a tool that can be used for communication that makes connecting with others much more manageable

for co-workers, students, and family relationships; it is adaptable as it shows the needs of self and others. In the school organization, adopting the NVC can help teachers and students to have a strong relationship based on respect and understanding of each other; for students to be more effective, they need to be young and at the beginning of their lives so they can use it for not only in school but also in their personal life, interacting with life and what it brings in the future. It is the most beneficial concept of life that anyone can use to develop themselves into a better person with a charismatic personality.

The NVC in the workplace generally improves co-worker relationships by teaching people how to be genuine and honest to be heard, and listen with respect and compassion. Building trust is a natural result of using NVC. This improved trust results in more effective cooperation. They will have fewer co-worker conflicts if they use Nonviolent Communication in the workplace, which typically leads to good quality of work, high team spirit, and loyalty of employees (Marshall Rosenberg, 2015a). Relationships in the workplace are sensitive. Some are easy-going, and some are not. Therefore, good strategic communication is needed to build team spirit with good relationships between co-workers, a healthy environment, and motivated employees. The NVC is an effective strategy for communication, but it is not the classic one. Nevertheless, it effectively gets people to work together and build relationships.

The results of non-communication or violent communication between co-workers create an uncomfortable situation in the workplace; for example, Uncertain instructions or expectations from a boss or supervisor can cause tension, irritation, and uncertainty. Consequently, their personnel provide the wrong product or present it at the incorrect time or in the incorrect manner. More significantly, trust is eroded, and employees learn to dislike their employer or supervisor. So, the organization needs to have a good culture in its policy. It makes it easy for the employees to participate in their thoughts and needs without fear of judgment or being misunderstood, and unsafe to share their concerns and problems. Being comfortable in a place that needs concentration and a good environment leads to good productivity and a fluent atmosphere in the team. When owners, managers, and supervisors stress the significance of organizational communication, they can provide their workers with the skills they require to prevent and resolve disputes and collaborate effectively.

Communication is essential to obtain things done, particularly if it values clarity, honesty, responsibility, efficiency, effectiveness, and fun and productive cooperation (Marshall Rosenberg, 2015a). All human beings have almost the exact needs, for example, to feel safe and respected. In the workplace, people's personalities differ, but the company's hierarchy can make employees feel uncomfortable if no communication strategy exists. For example, a manager is known in the company as a very critical person, so the employees they work with will not feel safe to be truthful or to tell their concerns. For them, it is an uncomfortable environment that they have to deal with every day, which is also very stressful. It is not motivating. On the other hand, if the manager is thoughtful and compassionate, the workers can be honest, empathetic, and firm, leading to motivation and very fluent communication between them. As a result, it is also a releasing and comforting environment inside the company that can be a cause for productive work and good performance for the whole team.

Clear communication establishes consistent expectations, timelines, and standards — and it serves as the basis for the trust required in a collaborative workplace. It also leads to efficient cooperation since balanced teams produce more significant results. In addition, it is essential for productivity as, without it, time, energy, and effort are lost following confusing directions or redoing work since the requirements were not apparent at the outset (Marshall Rosenberg, 2015a). Communication between people is dependent on exchanging clear information. It is the most critical dimension for good, fast, and satisfying results in the workplace to reach the goal without reading the work or finalizing it late. Teamwork needs to be in harmony, so it is essential to have some criteria to perform well. Being straightforward is the first criterion that needs to exist. For example, a manager will request a case study from an employee without providing the necessary information about the components that need to be mentioned. As for the employee and his experience, he will give the requirements of the job he understands after, but the manager will not be satisfied because it is not exactly what he asked for. As for the manager, he expected that the request was clear enough, but the employee did not get enough feedback about it, so it is a waste of time and energy and also leads to a conflict as the manager for sure will blame the employee for the unsatisfied job, and as for the employee has nothing to do to redo it again with anger and stressed emotions.

NVC assists in handling challenging discussions due to both the underlying awareness and the uniqueness of NVC's tools. NVC consciousness promotes co-created, mutually fulfilling results, which are easiest to achieve when feeling a connection. As a result, prioritize high-quality interaction and co-create solutions from there. Many people are experiencing a significant shift in consciousness due to this. The tools of NVC assist in being acutely aware of the kind of thinking and language that obstruct a high quality of connection, and it shows how to be clear, stand in your power, and be compassionate. People can hear and comprehend one another — even when emotions are high — when they use a language of everyday needs that everyone can connect to rather than judgments. As mutual understanding grows and common ground is discovered, shared solutions arise spontaneously. This is one of the ways NVC assists in having fulfilling, challenging talks at work (Marshall Rosenberg, 2015a; Rosenberg & Chopra, 2015). In every situation, the most effective thing that can lead to good results is the connection, so the NVC gives the tools to build a strong connection between people to achieve wanted results. It can allow being aware of the language and thinking that is effective for qualitative connection. For example, the NVC teaches first to listen carefully to the other. This tool is essential to have a good connection and build clear communication. So, as the NVC has other tools that are effective for healthy communication between people, It is the best way to adopt in the workplace to create good relationships and avoid fundamental conflicts and misunderstandings that people usually face inside the organization. It is not an easy concept to apply in a short period, as it is a training that employees and employers should be passionate about to take and practice in every situation. However, the level of intensity of it is, as time goes on, the best prevention tool for this kind of situation happening in the first place. It becomes a protection tool to use when you are in a stressful and intense situation.

NVC may be utilized to settle employee disagreements, whether mediating it personally, bringing in an outside mediator, or educating them to do it themselves. The critical thing is to change one's mentality from one of distance to one of proximity to the issue. It must move from opposing, avoiding, and attempting to resolve conflict to instead encouraging conflict. Aim to utilize NVC to resolve a disagreement in a healthy way that protects the integrity of all involved parties. Becoming conflict-averse has several drawbacks. These include never acquiring techniques for practical conflict

assistance and never really resolving disputes. One method of utilizing NVC to manage employee issues is to assist everyone involved in hearing each other to build mutual understanding and discover common interests. Any judgments are translated into Universal Human Requirements and try to understand the fundamental needs. When the substance of a disagreement can be reduced to the Basic Human Needs to be engaged, individuals may relate to one another, recognize each other's nature, and solutions can begin to be co-created (Marshall Rosenberg, 2015; Rosenberg & Chopra, 2015). The biggest challenge in NVC is to practice it, to try to change people and let them be involved in situations that most of them avoid, like conflicts and arguments in stressful times. Let them know about the situation, not just from afar but up close, and be an active audience; it is the most challenging part of the NVC because some people have introverted personalities and prefer to have conversations in a place where they are comfortable, which may be a long time, and hearing each other as if they do not have the will to participate in this process. So, it is hard to convince and make people understand the satisfying results in the future even though it is adequate to use NVC.

NVC may go a long way to enhancing workplace culture and communications if it is a company-wide effort with leadership backing. The amount to which individuals with power structures make unilateral choices or impose answers on others without consulting on the effect, concerns, or objections is one of the signs that the culture in a company needs to be improved. The most effective tool to enhance company culture and communication is to change from a power-over toward a power-with mindset. Genuine cooperation cannot occur when solutions are forced in a power-over manner. One thing is sure about NVC inside the place of work: Nonviolent Communication skills lead to enhancing all relationships, personal and professional. After all, it is working with people who have Universal Human Needs. Therefore the abilities translate across situations (Marshall Rosenberg, 2015a; Rosenberg & Chopra, 2015). Taking the initiative to adopt a new communication concept in the company is a decision that should be taken by managers when the company's communication culture has power over the culture; as for the NVC, which gives a strategy of being assertive without dominating, It is the strategy of not imposing things on others with their objections, as it is the situation for the majority of companies, the managers play the

power on employees as showing the authority to the others. However, the NVC teaches people to understand that dealing with others is the same as oneself - all human beings have similar needs. It leaves you better equipped to handle anyone, be they your friends or customers. Personal and professional relationships are no exception, and through this kind of guidance, they will have easy lives.

A study has been done on health professionals about the Effect of NVC training on preventing empathic distress and social stressors at work. The study shows the communicative behavior of NVC-trained individuals immediately before and after the intervention. It was discovered that training participants' communication skills were improved, as demonstrated by more unusual emotional verbalization behavior and increased usage of NVC at work. Empathic discomfort decreased, and increased social stresses at work were avoided due to improved emotional verbalization. The study shows that NVC coaching is also an effective way to promote emotional and interpersonal abilities and minimize empathic discomfort and social stresses at work among persons working in socio emotionally tricky situations. The training effects of possible causative mechanisms are examined (Wacker & Dziobek, 2016). Using the NVC training in the organization and observing its effect on workers before and after taking the training is satisfying, as it shows the difference in their behavior, especially in stressful situations when people cannot control their actions, learning how to behave in a way that is healthy for oneself or others when connecting with them without creating uncomfortable moments that can lead to conflict, it is an improvement for employees and the organization for a better work environment and better performance. The type of organization does not matter as the essential thing is about people and their relationships, professional or personal. Health care organizations know a stressful climate, interpreting with colleagues or patients as they come into panic and uncontrollable actions. Hence, the most challenging part is knowing how to deal with the situation and how to act and what to say is very important to make the situation less tense for a better understanding of the needs.

The impacts of NVC on communication have been studied, and it is found that NVC has a favorable influence on typical organizational communication dynamics. Additionally, NVC promotes greater understanding, listening, and progress in work-

related difficulties by increasing awareness of oneself and others' needs and feelings. Concerning adaptive organizational capacity, it is argued that NVC promotes the adaptive capacity aspects of trust, variety, and learning, while indirectly supporting shared meaning and self-organization (Bonnell et al., n.d.). Organizations are an essential element of the social system, and they must adapt to the rapid and unpredictable changes posed by the sustainability issue. Adaptive capacity research identifies the five factors required in social systems change. NVC looks to be a valuable communication tool that can assist organizations in directly or indirectly supporting all five components. This can assist organizations in dealing with change due to the effects of the sustainability issue.

Furthermore, it may make it easier for organizations to make the required changes to alter the trajectory of the sustainability problem, therefore benefiting the social system as a whole (Bonnell et al., n.d.). Social channels are becoming increasingly important, and our organization should keep up with changes to address sustainability challenges. To deal with these changes within the business, communication is one of the solutions. NVC's first purpose is to develop people's capacity to know and understand the needs, feelings, and perspectives of themselves and others. This allows for a better connection with the environment as people will have more insight into it. For example, the company will give its employees NVC training, as they need to develop their capacity to communicate inside the company for a beneficial purpose, such as good performance. However, the NVC training is not just for a specific situation or place but also to develop the person's self-awareness in everyday practice and situations for self-development to improve social relationships with everyone, as it enhances the social system in general.

Empathy, or the ability to comprehend and partake in another person's emotional experience or circumstance, may improve emotional intelligence and improve communication skills. The idea of empathy in healthcare has been explored to grasp its theoretical axioms. The therapeutic engagement of nurses with patients comprises not only the ability to comprehend the experiences of others but also the ability to convey these impressions to their patients successfully. Furthermore, a lack of empathy has been linked to aggressive conduct. A communication skill development intervention (Nonviolent Communication) was tested with student nurses to see

whether it might enhance empathy. An effective communication training program might one day be regarded as an essential element of the nursing school curriculum to improve nurses' ability to interact empathically with colleagues and patients. This, in turn, can help future nurses become transformative leaders and effectively handle workplace conflict (Nosek et al., 2014). NVC's most essential component is empathy. It is the one that can affect the work of nurses, as they deal with patients who are already in need of that. They are struggling first with their emotions to support and understand a patient well. First, it is essential for health care workers to have NVC training so that they do not stress during their duty and can communicate effectively with their colleagues and patients. It is also a great way to train oneself in emotional intelligence, which can help innovate an individual's life personally and professionally.

NVC can foster reliable personal connections characterized by openness in the education department, and students have begun to experiment with utilizing NVC to settle their difficulties. The curriculum requires students to 'meet' and collaborate online, via e-mail, with a supervisor they have never met in person. Based on the study thus far, it is reasonable to infer that the application of NVC, with its emphasis on feelings and wants, promotes trustworthy personal relationships characterized by openness. The NVC technique appeared to eliminate several communication difficulties, such as quietness and the effects of a limited sensory input, that have been seen to inhibit the establishment of online relationships. The speed with which in-depth connections were formed with students, allowing them to address critical mentoring concerns in the online relationship, is the most notable indicator of NVC's capacity to promote electronic discussion (Cox & Dannahy, 2005). After the pandemic, the education sector was announced to be online, which means to have just electronic relationships between professors and students. As a result, emotions cannot be transferred by video calls; it is the most helpful thing to have face-to-face communication. However, with online classes and dealing with e-mails, some problems can interfere with this relationship. This can lead to misunderstandings and a lack of connection. However, with Nonviolent Communication, communication can be effective under any circumstance, and no matter what online channel is being used, the main goal is to convey empathy and honesty. So, for that, the NVC can solve many problems caused by indirect communication, such as in e-mail, by having more

empathy and choosing the right words, and for video conferences, to be clear and truthful for better understanding.

Creating a conversation ethics to serve as a guide for students' interactions with their classmates, instructors, and class texts is a crucial step in fostering substantive, courteous, and inclusive discourse. Because our emotional lives may not fit clearly into fundamental norms of discourse, Marshall Rosenberg demonstrates a communication strategy founded on compassionate awareness of our shared needs. This awareness may be sustained via purposeful listening and conversation activities (Agnew, 2012). Rosenberg, who authored *Nonviolent Communication*, gives the process of communication a simple tool to be used in every sector of society, from education to business. Students do have connections with classmates and professors, so the NVC can help create good relationships between them. For students, the most significant period in their lives is their time in school, as they spend most of the time learning educational subjects and learning behavior in the school. Therefore, it is effective for students to have NVC training to build a strong, comprehensive, and strong personality. It is easy to teach and make students adapt to nonviolent and healthy thinking, as it builds a new generation with fewer conflicts and more caring for others.

CHAPTER IV

RESEARCH DESIGN AND METHODOLOGY

4.1. Introduction

After the literature review conducted for the research, we could not find specific and more profound information about how exactly the NVC training can be beneficial for the organization to adopt as a communication method. We will see the research design that has been adopted in the research in this chapter, as well as the data collection process.

4.2. Research Design

The research is conducted by a design that can clarify things from the beginning of the research. The main question for ours is how the NVC training can affect the organization. Therefore, a qualitative research method has been adopted in our case to answer this question. Integrating qualitative research into intervention studies is a research technique that is gaining more attention across disciplines. Qualitative research was first employed in psychological studies when evaluating human behavior in numbers became challenging. Qualitative research can help you see the data more clearly in clinical studies. It enhances user involvement in all sectors, enhancing their effectiveness. Qualitative research increases the involvement of everyone involved in the study. In addition to the quantitative measures, the researcher focuses on social variables in the study. The subjects have a positive experience in the study and can express their benefits and drawbacks. (Pathak et al., 2013)

For the research collected, data were chosen from different resources; one is from the Turkish NVC community, they provided us with trainers to have the interviews, and the other resource was from the CNVC website, where all the certificated NVC trainers from all over the world can be found there, as also from personal contacts of

communication coaches that also were interviewed, as the request for having the interview about our research was sent to over 200 trainers that they can talk English for better understanding and better communication with the interviewer. In-depth interviews were arranged for primary data, with 26 trainers that we got a chance to do the interviews from different countries like Turkey, the US, the Netherlands, and others.

Table 4.1. Interviewers' Information

Document Name	Country	General Information	Contact
Glenda Mattinson	Canada	Owner, Communication Trainer, and Coach International Centre for Nonviolent Communication Certified NVC Trainer / CNVC-Certified Trainer	https://coachglenda.com/ glenda@coachglenda.com https://www.linkedin.com/in/glendamattinson/
Harald Moeglich	Germany	Development Engineer Managing Director in industry and business sectors Trainer in Nonviolent Communication Coach, Mediator	https://harald-moeglich.de/ harald.moeglich@web.de https://www.linkedin.com/in/harald-moeglich-32887719/
Iris Bawidamann	Germany	Diversity Trainer and Passion Coach Seminar Gourmets Cross-cultural Communication Trainer Business owner and management	http://www.SeminarGourmets.de iris@irisbawidamann.de +49 173 7607463 Educational Advisor (https://www.linkedin.com/company/council-of-europe/)

Table 4.1. (cont.)

Carola Ahrens luke	Germany	<p>The Second professional pillar is working as a CNVC-certified trainer for non-violent communication. Here:</p> <ul style="list-style-type: none"> -I coach board members of self-help organizations (bke-suchtselbsthilfe.de) and managers of a social-psychiatric institution (https://www.der-hafen-vph.de) -I support an association in a structural change process (women's emergency number) 	<p>carola@ahrens-lueck.de</p> <p>https://www.linkedin.com/in/carola-ahrens-1%C3%BCck-80a21a61/</p>
Claudia Althaus	Germany	<p>An accomplished opera singer, communication trainer, executive coach, and psychotherapist. As a Certified Trainer of the Center of Nonviolent Communication (CNVC), she offers NVC training and practice groups to companies and NGOs.</p>	<p>Tel.: +49 (6252) 594411</p> <p>E-mail: claudia.althaus@dralthaus.com</p> <p>URL: http://www.stimme-ausdruck-persoenlichkeit.de</p>
Abdessadeq Eladnani	Morocco	<p>Executive coach</p> <p>And COO of a multinational company</p>	<p>www.linandaconseils.com</p>

Table 4.1. (cont.)

Govert Van Ginkel	Netherlands	lawyer, Trainer, coach in Compassionate and Nonviolent Communication, mediator and Intervisor/facilitator NOVA, VFAS, accredited by MFN, KIWA, CRKBO, IIRP	https://www.bridgingspaces.nl/algemene-voorwaarden/
Isabelle van Alebeek	Netherlands	Education from your heart - trainer Connecting Communication for education professionals Teacher Education in Health and Welfare Tilburg Independent trainer coach in Wonderkracht	i.vanalebeek@gmail.com https://www.linkedin.com/in/isabelle-van-alebeek-04109b1a/
Jan Van Koert	Netherlands	Owner of Enkontakto Conflict coach / Mediator NVC certified trainer in CNVC Mediation, NVC Trainer, Coach, Author	http://www.enkontakto.nl janvankoert@xs4all.nl +31 6 53407181
Martijn Ceelen	Netherlands	ICT consultant and communication trainer Vine institute for connecting communication / Principal Oracle BI, SCRUM, UML and NVC Consultant CNVC certified trainer, Consultant	ceelen@iconsultancy.nl https://www.linkedin.com/in/martijnceelen/ +31 6 55748964

Table 4.1. (cont.)

Martin vander Meulen	Netherlan ds	Trainer Connecting/Nonviolent Communication, founder Ai- opener, Connecting Leadership, in-company training programs Flora Holland	martin@ai- opener.nl , https://www.linkedin .com/in/martin-van- der-meulen- 7826081/
Susana Rusch	Netherlan ds	Founder & Certified NVC trainer at Unfolding Trainer, writer, coach, architect	http://www.commun icatiezin.nl susana@communicat iezin.nl https://www.linkedin .com/in/susanarusch/
Thera Balvers	Netherlan ds	Psychotherapist / 2016-present Simonton Teacher for the Simonton Cancer Center USA • 2009-2017 Director Simonton Cancer Center Occupation: Psychotherapist ER, International Certified CNVC Trainer & CNVC Assessor	www.therabalvers.nl thera.balvers@gmail .com https://www.linkedin .com/in/thera- balvers-4920b58/

Table 4.1. (cont.)

<p>Elkie Deadman</p>	<p>Netherlands</p>	<p>Independent Media Production Professional Dual nationality: british/dutch Age: 65. Trainer in organizations, specializing first in team building, and for the last 15 years in NVC. Certified Trainer with the CNVC USA. Working in organizations in the Netherlands, including local government, the Police, education, and financial services.</p>	<p>https://www.linkedin.com/in/elkie-deadman-8a95b214/elkienvsee@gmail.com</p>
<p>Joe Besigye</p>	<p>South Africa</p>	<p>Postdoctoral Research Fellow at Nelson Mandela University NVC certificated trainer He holds a Ph.D. in Higher Education Studies (UFS, 2020), and a Master in Peace and Conflict Studies (MUK, 2014)</p>	<p>https://etp.mandela.ac.za/Meet-the-team/Joseph-Besigye-Bazirake</p>
<p>Katarina Sparrdal</p>	<p>Sweden</p>	<p>NVC trainer Ängbybarnens Preschools project manager EDITA Project Manager Edita Västra Aros AB Ängbybarnen preschools</p>	<p>katarina.sparrdal@gmail.com +46 70 783 77 58</p>

Table 4.1. (cont.)

Handan Ozturk	Turkey	Advisor/ Mentor/ coach/ trainer Strategic advisor. Peaceful/ compassionate communication and coaching, training that contains NVC for 15 years. EU senior expert UN senior advisor, Consultant for organizations development	https://www.linkedin.com/in/handanozturk/
Havva K�k Arslan	Turkey	15 years of experience in peace studies, Head of Department, Political Science and International Relations at Uskudar university	https://uskudar.edu.tr/akademik-personel/havva-kok-arslan
Sukru Bozkurt	Turkey	Director, Software Development; Software R&D Manager, CNVC Certified Trainer, International Certified Nonviolent Communication Trainer	mailto:sukru-bozkurt@hotmail.com
Esin Gelisim	Turkey	Founder and Educator, Author, Professional Erickson Coach at G�nebakan Geliřim, PCC, Nonviolent Communication Certificate Candidate General Manager G�neřsun Insurance Brokerage Service Ltd. Sti	gunebakangelisim@gmail.com

Table 4.1. (cont.)

Jo McHale	United Kingdom	<p>Director at Talking Truly</p> <p>Director Hamelin Occupational Psychology</p> <p>Certified trainer in Nonviolent Communication</p> <p>Organisation and Relationship Systems Coach</p> <p>Coaching Mediation Workshops</p> <p>Private sessions for individuals and couples</p>	<p>mchale.com</p> <p>jomchale@talking-truly.com</p> <p>https://www.linkedin.com/in/jomchale/</p> <p>jomchale@talking-truly.com</p>
Judy Bleil Saruhan	United Kingdom	<p>Certified Trainer</p> <p>Istanbul/Istanbul Turkey</p>	<p>https://judybleilsarahan.com/</p>
Neil Howard	United Kingdom	<p>Lecturer in International Development</p> <p>Dept of Social and Policy Sciences</p> <p>The University of Bath, BATH, BA2 7AY, UK /</p> <p>Founder & Editor</p> <p>Beyond Trafficking and Slavery Prize Fellow at University of Bath</p> <p>Greater Brighton and Hove Area</p>	<p>https://researchportal.bath.ac.uk/en/persons/neil-howard</p>

Table 4.1. (cont.)

Cath Burke	United Kingdom	Teacher of English as a Second Language to adults in Further Education Nonviolent Communication Trainer, Facilitator, Coach Pronouns: she/her	More info cath.burke24@gmail.com +44 7847 828636 www.empathymatters.net cath.burke24@gmail.com
Jerry Koch Gonzalez	United State	Program Director Sociocracy For All Consultant/Trainer Center for Nonviolent Communication/New England NVC; Facilitator Pioneer Valley Cohousing Community Consultant Pomeroy Lane Cooperative Corporation	Institute for Peaceable Communities DBA Sociocracy For All / https://www.sociocracyforall.org/ jerry@sociocracyforall.org -
Duke Duchscherer	United state	Facilitator Duke Duchscherer is a Certified Trainer with the International Center for Nonviolent Communication and was on the Board of Directors for the MK Gandhi Institute for Nonviolence for 8 years	http://togetherwethrive.world

This table views the information about the interviewers and their countries, as well as their contact provided by them and some research about them for a better understanding of their profiles, as they are known trainers in their field, which is communication, especially NVC.

4.3. Research Methodology

The in-depth interviews were guided by ten open-ended questions under four different levels; each level has from one to four questions depending on the level. All the questions are related to each other for better understanding and detailed levels. The questions were conducted based on the literature review in the research, as the interviewees were answering the questions and explained more where some additional questions were asked during the interviews for more clarity about the research.

The levels were chosen according to the impact of the NVC on trainees:

- The personal level: skills, situations, problem-solving
- The interpersonal level: relationships
- The challenges: discrimination, hierarchy, nonverbal communication, organizational culture organizational communication: performance, benefits of NVC.

4.4. Data Collection

The interview lasted between 20 min to 1h min depending on how much the interviewees were able to provide their time in a zoom meeting, as the interviewees were from different countries, as it was easier to have the zoom meetings at times that the interviewees were available on, as well as some of them they send the answers of the question as a written email.

CHAPTER V

FINDINGS: ANALYSIS AND DISCUSSION

5.1. Introduction

The results chapter presents the data analysis chosen for this research and a discussion of the findings. The chapter includes the data analysis and coding of the data and some statistics that show the frequencies and how the data were related to each other. In addition, some maps can show the findings in the upper view for simple understanding. All of the results that were found in the research were conducted and analyzed by the Software “Maxqda 2018” it is a program that analyses the qualitative data, as it makes it easier to work with; it also gives statistics, maps as well as to convert the qualitative data to quantitative one with a very organized quoting as much as the researcher customize the findings wanted, as it gives the maximum results available that can be done.

5.2. Data Coding

For coding our data, the answers of the interviews were converted from audio to word documents for the analysis to be done. Then, all the documents were analyzed word by word to find the codes that could be conducted in the research; the codes were chosen even repetitively on documents or by their importance as the interviewers announced in the documents.

5.3. Results of Codes

In the beginning, for a bigger view of our results for the analysis of the interviews, it gives numerous codes that are repetitive in all the responses, or they got mentioned as an essential factor in a question. According to the analysis that has been conducted,

these are the finding for the codes and their frequency in all documents, how many times they have been mentioned in all the responses of the interviews:

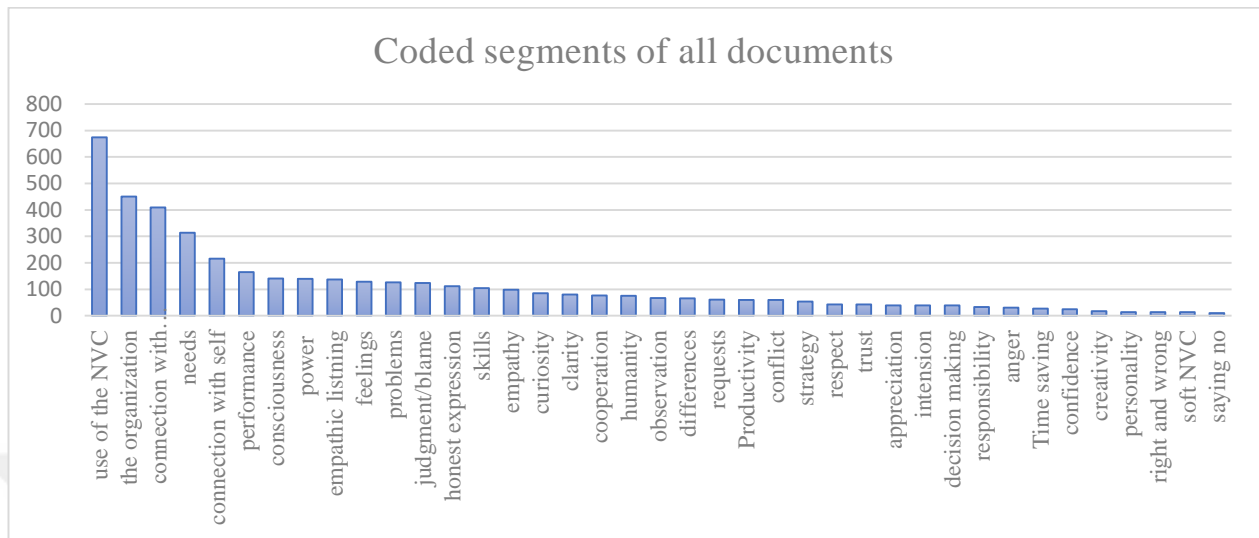


Figure 5.1. Coded Segments of All Documents

Table 5.1. Coded Segments of All Documents

Code	Coded Segments Of All Documents
The use of the NVC	674
the organization	451
connection with others	409
Need	314
connection with self	216
performance	165
consciousness	141
power	140
empathic listening	137

Table 5.1. (cont.)

feelings	128
problems	126
judgment/blame	124
honest expressions	111
skills	104
empathy	98
curiosity	85
clarity	80
cooperation	76
humanity	75
observation	67
differences	65
requests	61
Productivity	60
conflict	59
strategies	54
respect	43
trust	42
appreciation	39
intension	39
decision making	39
responsibility	33

Table 5.1. (cont.)

anger	31
Time-saving	27
confidence	25
creativity	17
personality	14
Right and wrong	14
soft NVC	13
saying no	10

The number of the codes found are 39 codes. They are essential to define the most influential element in the question research: how does nonviolent communication affect the organization as a new communication method adopted inside the organization?

What we can see in the table above is that the use of NVC, the organization, connection with others, and needs, are the codes with the highest frequencies that they are used in all the responses of the interviews with the numbers respectively with 674, 451, 409, 314. Then comes the connection with self, performance, consciousness, power, empathic listening, feelings, problems, judgment/blame, honest expression, and skills are the codes that are mentioned more than 100 times during the interviews, as they are significant to see that the research question has many dimensions that they are essential to have the answer for it.

For the rest of the codes and especially the ones with the fewer frequencies, like saying no, soft NVC, right or wrong, and personality, they are mentioned as an essential element for a specific question, even if they are not mentioned as much as the most of the other codes. However, they are vital codes for specific questions as dimensions to define their answer.

5.3.1. Code Quotes and Meaning

The table next presents the codes and some of the quotes of the answers from interviewers that mention related to the code. Of course, not all of the text or all of the phrases contain the code or the meaning, as they are numerous, but some of them as it gives an idea about how the code affects our research question.

Table 5.2. Quotes About Codes and Meaning

Code	Quotes	Meaning
Use of the NVC	<p><i>NVC changes the way of thinking.</i></p> <p><i>The basic of the training is that he does games to practice and make the trainees understand better and see the real objective of the training. (G.V.G)</i></p> <p><i>What NVC offers is to look at that a layer deeper and to look at okay; what are your needs behind what is that you want? (I.B)</i></p>	<p>It is the main code that is related to all of the others as it is the subject of our research; in the interviews has been announced how the NVC can affect the organization on many levels, as they are the codes founded, it is related first with the code of the organization, as there is a strong relationship between them.</p>
The organization	<p><i>Understanding each other, is a good way for the organization to grow and allow the employees to tell each other what is going on truly and helpfully. (J.S)</i></p> <p><i>With self-awareness, when you get it, and each one in the organization gets this skill of self-awareness. (H.K.A)</i></p>	<p>For this code as it is mentioned that the NVC affects it mainly in the performance level of the people working in the same workplace, additionally with other codes that also affect the organization in the meaning of what problem it has and what it can be inside for a solution to those problems or challenges that the organization can have.</p>

Table 5.2. (cont.)

<p>Connection with others</p>	<p><i>It creates good relationships between people from a different generations.</i> (H.O)</p> <p><i>I can stay bright and connect with them on a deeper level; it always helped me out. (J.V.K)</i></p>	<p>It is a modes' result of the NVC, it has a strong relationship between the use of the NVC, honest expression, and empathic listening, as they are the modes for the NVC (as per literature review), and connection with others is the primary purpose of the NVC training inside the organization for effective organizational communication.</p>
<p>Needs</p>	<p><i>They start to understand better what they need in their job and their goals; they also start to understand better why they want to achieve that goal. (G.V.G)</i></p> <p><i>Reduce conflicts, and help them to understand the need of each other.</i> (H.M)</p>	<p>It's the highest mentioned code in all documents, as it is one of the components of the NVC, as well as essential to use in the organization; interviewers declare that if you get to know your needs, it is a problem solving of lack of communication, it is related with almost all the other codes founded in the research, as human beings we all have needs like respect, appreciation, and others somehow in a point as if you have the intension to know others needs so you can connect with them, and if you get to know your needs it is a way of connecting with self.</p>

Table 5.2. (cont.)

<p>Connection with self</p>	<p><i>My first move is not attacking, but to pause. So, when I feel the silence, I can connect to myself. (I.V.A)</i></p> <p><i>In NVC, first, we are connecting with ourselves, connecting to our emotions and needs. (S.B)</i></p>	<p>It is also a mode's results of the NVC; it affects the connection with others as if there is a connection with self, it leads to a better connection with others and has a relationship with other codes like empathy, curiosity, feeling, and needs. The connection with self is a feeling that the person can have after giving empathy to self. Understanding self-needs and feelings is a way of deep peace that can lead to a great understanding of self-consciousness and clear expression of needs.</p>
<p>Performance</p>	<p><i>A greater understanding of situations, conflicts, and the effects of communication can lead to relaxation, motivation, satisfaction, health, ease, effectiveness, and fun at work. (C.A.L)</i></p> <p><i>It because you find the different performance of people depending on their willing, also about the personality of people. (H.M)</i></p>	<p>It is the main element for the results of the NVC; the most thing that is valuable is to have a good performance for itself and its employees, as all the other codes are related directly to the performance, making it the most catching and actual result of the NVC in the organization.</p>

Table 5.2. (cont.)

<p>Consciousness</p>	<p><i>The NVC is a tool to break it and make them aware of what they are doing and the effects. (J.V.K)</i></p> <p><i>NVC training has given me a greater awareness of certain things. (N.H)</i></p>	<p>It is the awareness of people to their own needs to connect with self, as it is also the consciousness of others' needs for a better connection with others; it is noted in the interviews also as to be aware of the discrimination toward others, so for the NVC it gives this awareness to people to recognize their actions toward others and what it is affecting them personally and their relationship between them.</p>
<p>Power</p>	<p><i>The NVC is not about power over someone but all about power with others, and share power; it is a long way to go to apply this in hierarchical companies. (H.M)</i></p> <p><i>My most interesting NVC Training, has involved thinking about power, thinking about inequality, and thinking about the impact of power and inequality. (N.H)</i></p>	<p>Marshall Rosenberg mentioned in his book that the NVC is all about sharing power, which means it should be power with people, not power over people, to avoid any conflict and avoid violent communication; it is declared in the interviews on the problem of hierarchy when managers use the power over the employees but lead to a block of connection and delay of work.</p>

Table 5.2. (cont.)

<p>Empathic listening</p>	<p><i>The most important thing in NVC is the possibility to listen empathically, and when I listen with empathy, I never get into a tense discussions or fights. (J.V.K)</i></p> <p><i>So, this active listening and empathic listening, I could say, is one of the most important things. (J.M.B)</i></p>	<p>It is the second mode of NVC, as the interviewers declare it as a primary mode that the person can adopt for best communication with others; it is related to other codes such as empathy, respect, and intention to connect with others so that the person can listen to others and their needs, and as it is the key for a good relationship without conflicts, listening empathically, it can be in 2 levels, on word level of what the other is saying, and a deeper level of what the other means.</p>
<p>Feelings</p>	<p><i>Influence in team spirit, to find the common thing between all people working in the same place to share feelings and needs. (H.M)</i></p> <p><i>So, if you start now to learn about nonviolent communication with feelings and needs, you understand it. (C.A)</i></p>	<p>It is a step of the NVC, one element that is most repetitive in all the interviews as it shows its importance for the components of the NVC; feelings are what the person can define in himself so he can know his needs. For example, feelings like anger and happiness are related to the self, not what others did, so for the person, if he is connected with himself, he can recognize what is going on in him so he can have clarity of his needs.</p>

Table 5.2. (cont.)

<p>Problems</p>	<p><i>Usually, when we give training within an organization, we try to have people from different departments together. So, they also learn from other people's problems. (M.V.M)</i></p> <p><i>NVC training helps in generally improving communications (verbal and para verbal), which is the basis of solving all kinds of interpersonal problems. (A.E)</i></p>	<p>This code is one of the obstacles of the NVC, as it is founded in the documents directly as also as indirect way like the name of problems, like conflicts, judgment, blame, anger, discrimination, hierarchical problems, and others, and as a result, the NVC can deal with this obstacle as it gives the trainees the skill of problem-solving in a way that can make effective communication between people.</p>
<p>Judgment/blame</p>	<p><i>It is the best tool to use for self to communicate with self and be empathic with the self without blaming so as a daily life using for the NVC to communicate with self-first. (G.V.G)</i></p> <p><i>Sometimes I just want the message from the other one is already in needs and feelings and not in judgment. (I.V.A)</i></p>	<p>People, in general, are used to giving judgment and blaming others for things to avoid taking responsibility for self-action; in the NVC, it makes people understand the difference between making an observation and a judgment to keep away from any conflicts that this issue can cause. Furthermore, it is related to empathy, empathic listening, and humanity; in conclusion, it leads to a better connection with others and better performance in the working place as a team inside the organization.</p>

Table 5.2. (cont.)

<p>Honest expression</p>	<p><i>The NVC process gives the ability to express the self. (J.S)</i></p> <p><i>It is more about creating a working place where people can feel free to express whatever goes on in them. (K.S)</i></p>	<p>It is a behavior that the person does for others for a good connection with them, it is a code that is related to honesty, respect, clarity, trust, and request, as if the person can express his feelings and needs with an honest and transparent way; it is a result for a great connection with other. As per the literature review, Honest expression is one of the NVC modes.</p>
<p>Skills</p>	<p><i>Collaboration skills and decision-making skills are also for people working in organizations, as the NVC is a process that needs time not just for day training but more than that, so for sure it changes and improves people's skills. (S.R)</i></p> <p><i>The NVC can improve a person's skills as it is a process, not a moment; it is a lifestyle. (J.S)</i></p>	<p>What can the NVC gives to people is sure to add working skills to people trained with it; in the organization, it is essential for the workers to have specific skills for better performance, like teamwork and cooperation, which come after the perfect connection with others, confidence, creativity makes the worker more motivated as more willing to give in the workplace with better mentality and psychology, as the organization can benefit from all of these skills for better performance.</p>

Table 5.2. (cont.)

<p>Empathy</p>	<p><i>I need much empathy; that is the first step we need for ourselves. (C.A)</i></p> <p><i>Empathy is a key indicator of a successful leader. (C.B)</i></p>	<p>It is the significant title of the NVC. Without empathy, there is no nonviolent communication between people, so as it is an essential element, it is related to all the other codes found in the documents; for a better connection with others, it should have empathy between them, as also it is essential for the connection with self, the person should give empathy to himself first then it gives him the ability to give empathy to others, empathy to self also gives the confidence, appreciation, and creativity.</p>
<p>Curiosity</p>	<p><i>So are you may be tired or so you could check, but nothing; Negative judgmental kind of way within like more like a curious kind of way. (M.V.M)</i></p> <p><i>The thing is that the NVC works to make people curious to know others as post-tension as humans that to judge and criticize, and respect others. (S.R)</i></p>	<p>It is in the documents as the curiosity toward others, to have it to know others' needs as well as self-needs, in addition, the curiosity is related also with the empathy, to give someone the empathy, is to be curious about what is going on in his side, even feelings or needs, it leads to better connect with others as it is a better understanding to others' feelings and needs.</p>

Table 5.2. (cont.)

<p>Clarity</p>	<p><i>So as the problem comes from ourselves and not being clear and not understanding our -elves. (H.K.A).</i></p> <p><i>In our everyday work, we just need to be as clear as possible about your request. (K.S)</i></p>	<p>Interviewers said that the NVC is all about being clear to self and others; if there is clarity toward self, the person will be aware of his feelings and needs. If there is clarity between others, it connect others, which is more accessible communication for better performance; it also leads to time-saving for the group not to fight or have conflicts about misunderstandings that an unclarity had caused even for expressing self or for requesting needs.</p>
<p>Cooperation</p>	<p><i>Identify what is important to them, for example, collaboration and working together, and to be able to bless what is important to others. (E.D)</i></p> <p><i>More cooperation and personal responsibility instead of competition and blame. (C.A.L)</i></p>	<p>It was repetitive in each document as cooperation between people to understand each other better, teams inside the organization need to cooperate for a fluent work process and a compelling connection between them and better performance.</p>

Table 5.2. (cont.)

<p>Humanity</p>	<p><i>In nonviolent communication, we see needs as universal to human beings. (D.D)</i></p> <p><i>If you use NVC, we are getting aware of our humanness. (S.B)</i></p>	<p>It is mentioned in the interviews as the main character to give to others in situations of discrimination, as they all agree that the NVC is all about human needs that we share, and people should understand and be aware that even with strategy differences, but the needs are expected when the person sees the others as a human being like him, then he will give empathy to them, which lead to a great connection with others.</p>
<p>Observation</p>	<p><i>Observation is important in problem-solving skill. (E.G)</i></p> <p><i>Observations, which, that is one of the first skills that we learn in nonviolent communication. And what that does is it helps us to be very clear about what we're observing, and remove any kind of opinion or interpretation from what we're seeing. (D.D)</i></p>	<p>It is the first and the beginning of the NVC steps; as per the literature review, the components of the NVC are four, and the observation is one of them, the person can observe the situation around him or the other person's behavior without any interpretation or judgment, so it will be a precise observation that makes him understand and know his feeling and needs, so as this code is related with others codes like feeling, needs, judgment and consciousness.</p>

Table 5.2. (cont.)

<p>Differences</p>	<p><i>We're different people, and we can have different experiences in the past; we see the world a little bit differently. (D.D)</i></p> <p><i>NVC training should treat communication with mutual respect of each other, which means respect for any cultural difference. (A.E)</i></p>	<p>Interviewers announced that the differences like gender hierarchy and other dimensions of discrimination could be treated in the NVC as to see others as human beings with needs the same as ours; it is one of the obstacles of the NVC that can make the challenge it, it is also mentioned as people can have conflicts because of strategy differences, all people have the exact needs but different strategies to meet those needs, as this is also counted as a kind of differences.</p>
<p>Requests</p>	<p><i>Making requests is such an important part of any kind of relationship building in organizations. (J.B.S)</i></p> <p><i>They learn how to listen carefully others' needs to connect better and for a better understanding of their needs and requests. (T.B)</i></p>	<p>When the person gets to know his needs, the next step for the components of the NVC is requesting transparently and honestly; this code is related to honest expression, respect, confidence, and cooperation and is also a very effective way for a good connection with others.</p>

Table 5.2. (cont.)

<p>Productivity</p>	<p><i>Let's say a more productive human way of working together. (M.C)</i></p> <p><i>One of the most obvious things to me is the kind of efficiency within an organization. (J.M)</i></p>	<p>What the organization aims for is the productivity of its employees, as a result of the NVC training that comes at the end with the connection with self and others, which leads to building good skills for the people working in the organization, like creativity and confidence.</p>
<p>Conflict</p>	<p><i>The conflicts always occur between strategies, and so by helping people come down to a common set of shared needs. (G.M)</i></p> <p><i>It helps us deal with conflict when it arises in a way that is not punitive. (J.B.S)</i></p>	<p>As the other name of NVC or we can say the main resolution for the NVC is dealing with the conflicts, people most of the time they have this issue because of misunderstandings, weak connection, it is related with the intension of the people to communicate or not, with the clarity as it is essential to avoid the misunderstandings, it leads for sure to a better performance inside the organization.</p>

Table 5.2. (cont.)

<p>Strategy</p>	<p><i>And with NVC; you get to the other layer, you can talk about needs. And when you talk about needs, then there will be more freedom and more space to have other solutions are the strategies to fulfill the needs. (I.V.A)</i></p> <p><i>It gives you a clear strategy, and this clear strategy helps; you can sit down, take your pen, write down what is the observation what is the feeling the need, and that may be a request, and you have this for life. So, you can do it by yourself. (C.A)</i></p>	<p>It is mentioned in the interviews as people use different strategies to meet their needs, which leads to conflict all the time, but the NVC recommends people to see beyond what is shown and understand better the needs of others to have and conclude a specific strategy that works with both sides. The strategy also mentioned as the NVC is not a specific strategy that a person can adopt, but it is a lifestyle that can change the way of thinking and deal with situations; it is a method of communication.</p>
<p>Respect</p>	<p><i>You can explore what challenges are coming up, and what's going, in a vulnerable way where everyone has the sense of being respected then everyone has a much greater desire to produce better. (J.K.G)</i></p> <p><i>The thing is that the NVC works to make people curious to know others as post-tension as humans that to judge and criticize, and respect others. (S.R)</i></p>	<p>It is an element that should be in every interaction between people; interviewers declare that respect is essential for effective communication, as it is a need for all human beings; people get to connect with the presence of respect between them; it is an obligation in the NVC.</p>

Table 5.2. (cont.)

<p>Trust</p>	<p><i>It increases the trust between them as it is the important thing the relationships between colleagues in the organization. (H.K.A)</i></p> <p><i>Then you support trust among people. And when you have the trust within people, then I think it supports honesty. (J.M)</i></p>	<p>When people have trust between them for sure it will be a good indicator of the connection with others; trust is declared in the interviews as an element related to power, so if the managers can trust their employees, then it will be fluently in the procedure of the work, trust can lead to a cooperation between the team members, and to self-confidence to express needs and for creativity as well, it is an obligation for a practical NVC training.</p>
<p>Appreciation</p>	<p><i>The fastest and easiest way to influence organizational culture is to start including appreciation as part of meetings interactions. (G.M)</i></p> <p><i>The roles that people play in the company also have needs and want to be viewed with appreciation and benevolence. (C.A.L)</i></p>	<p>When people have that connection inside the organization, it is a better way to also have the appreciation between them; it leads to wellness for people to communicate better and to give more in a relationship in general, specifically between the managers and workers, if there is appreciation then employees have the motivation to work in better conditions, as it also leads to a better performance of employees.</p>

Table 5.2. (cont.)

<p>Intension</p>	<p><i>And Marshall said everything is important to do is also important to do with a clear intention. (J.V.K)</i></p> <p><i>Be aware of my tone of voice and my intention; I really want to contribute here. (K.S)</i></p>	<p>For this code, it is an obligation in NVC to work well with people; they should have the intention to communicate, as if it is not, so they have no wellness to connect with others, also as the wellness to be open and transparent with others for effective communication between them, intension also mentioned as for the empathic listening, if a person has the intension to listen to the other, then it comes to the connection.</p>
<p>Decision making</p>	<p><i>Maybe it is important to me to say that they have to decide freely" (C.A)</i></p> <p><i>It is possible then to create a new strategy that is carried by everybody, so get a skill of decision making. (E.D)</i></p>	<p>For the interviewers, decision making is a result of NVC, as if the person gets well trained on the NVC, he will have the ability or, as they mentioned it as a skill of decision making, better acknowledgment of self and others and the needs of all, it allows the person to make a faster and better decision, even in personal life or professional life, it is related with the confidence, finding a better strategy that can work with both sides, as also time-saving.</p>

Table 5.2. (cont.)

<p>Responsibility</p>	<p><i>More cooperation and personal responsibility instead of competition and blame. (C.A.L)</i></p> <p><i>Co-workers with the victim behavior, NVC create the awareness of their responsibility of their needs. (T.B)</i></p>	<p>As it is found in the documents that it is essential for a person to take responsibility for his feelings without blaming others, each one should understand that whatever the feeling comes to him with behavior from others, it is his responsibility to understand and know what is going on in him alone not related with the other person, as well as to take responsibility of their actions and reactions.</p>
<p>Anger</p>	<p><i>NVC helps for anger and stress management, so we focus on needs, not strategies and thoughts that contain anger. (H.O)</i></p> <p><i>The most significant effect of NVC is helping the need to have curiosity, if I find myself angry about somebody, so I connect to myself, why am I angry” (J.K.G)</i></p>	<p>The interviewers mentioned that anger is one of the obstacles of the NVC, as it can block the connection between others and leads to conflict; anger comes with judgment, blame, the difference in strategies, and power over people and others. It should be a consciousness of the feelings, a deep connection with self, empathy to word others, and honest expression to avoid it.</p>

Table 5.2. (cont.)

<p>Time-saving</p>	<p><i>Effective communication, because the effect of getting a result based on need connection is much stronger, than based on quick fixes. (M.C)</i></p> <p><i>Time-saving, feeling the body energy, as they learn how to communicate well it saves them time that they used to spend on conflicts. (E.G)</i></p>	<p>In the document, time-saving was mentioned as a result of the NVC; when people get to understand each other and get to know each other's feelings and needs, it is the conclusion for a better connection between them, so there are no conflicts to spend time on it, or not time-wasting because of misunderstanding between them, better connection means quicker results, and faster process of the work inside the organization, as at the end time saving for the organization after the NVC training for their workers.</p>
<p>Confidence</p>	<p><i>NVC, it gives them the ability to be more open and confident in sharing their work. (A.I.I)</i></p> <p><i>With NVC, they learn when you know yourself, you go forward and even stand up for their acknowledgment, it gives them self-confidence. (T.B)</i></p>	<p>As a result of the NVC, people well trained can boost their confidence inside the organization to speak up on their needs and feelings; as the interviewers mentioned that confidence is a practical element to a better performance of employees, it is related to other codes as connection with self, appreciation, responsibility, and others.</p>

Table 5.2. (cont.)

<p>Creativity</p>	<p><i>So yes, I think it gives people more space for creativity. (I.V.A)</i></p> <p><i>So, if people feel relaxed, at ease, and safe, they can be creative and productive. (C.B)</i></p>	<p>It is a result of the NVC training, as for the person well trained, it gives him skills that can affect his personality in a good way when a person gets the confidence of himself, and he can trust others whatever the position they are so he can speak up of his needs and ideas, so it boosts his creativity, which means a good motivation of the worker inside the organization to and for better performance.</p>
<p>Personality</p>	<p><i>The person who has no connection with themselves, like antisocial people who do not know empathy people that they have personality disorder and social issues. (H.O)</i></p> <p><i>Each of us will have different challenges along their way , learning, and implementing it in our lives. And I think that is maybe where the personality part comes in. (D.D)</i></p>	<p>In the documents, it was mentioned that the personality of a person could affect the communication between people, as if a person has a social disorder or psychological disorder like domination, it will be hard to connect with others, but this code has been mentioned less in the documents as it is already out of the question for these kinds of people to practice NVC, with this kind of illnesses.</p>

Table 5.2. (cont.)

<p>Right and wrong</p>	<p><i>Because I know a lot more. We're in this right, wrong thing; what NVC offers, to look at what is important. (I.B)</i></p> <p><i>Help people transform the conflict, rather than getting stuck in this antagonistic, having to prove who's right and who's wrong. Type a traditional way of dealing with conflict. (J.B.S)</i></p>	<p>As in the book of NVC for Marshelle Rosenberg, it gives that there is nothing in life called right or wrong, and this is the first thing that starts the conflicts, as people always fight with each other about who is right and who is wrong, as it is one of the obstacles in NVC that can make it hard for effective communication between people.</p>
<p>Soft NVC</p>	<p><i>Using staccato in the NVC as a direct way to communicate, not as a soft way, becomes more professional in the workplace. (G.V.G)</i></p> <p><i>NVC is not about softy, nicely. You can bring your vulnerability, but your vulnerability can be very bad. (C.B)</i></p>	<p>It is a whole question that was in the documents explaining how the workers in organizations see the NVC; it is found that they see it as a soft skill that has no need for it inside the workplace, but as the trainers (interviewers) can make sure for a better understanding of the NVC and its value for people they have kind of assumptions on NVC as a soft skill, as there is some solution to deal with it to make it more professional and easier to work with.</p>

Table 5.2. (cont.)

<p>Saying no</p>	<p><i>After the training, he recognizes that the other said no for a reason. (E.G)</i></p> <p><i>She is answering NO; then now I can handle no in a different way; I can't hear her No and then continue to be in a dialog with her in order to meet our needs together. (S.B)</i></p>	<p>As the interviewers mentioned that people, in general, get angry about hearing the no as an answer, so the NVC is giving solutions for this issue as people can, after handling the No, see it as a need for the other that did not get met, or as to give empathy to others when hearing the No answer, that it exists something behind that answer, it is an effective way for a good connection between people, and especially ones who works in the same place, to avoid any problems, conflicts, and misunderstandings.</p>
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5.3.2. Codes' Relationship

Next is the code map, with the frequencies more than 20 in the relation between the codes, which means that all the codes that are related to each other with more than 20 times are shown in this map for a better presentation, as all the codes are related to each other at least five times in all the interviews.

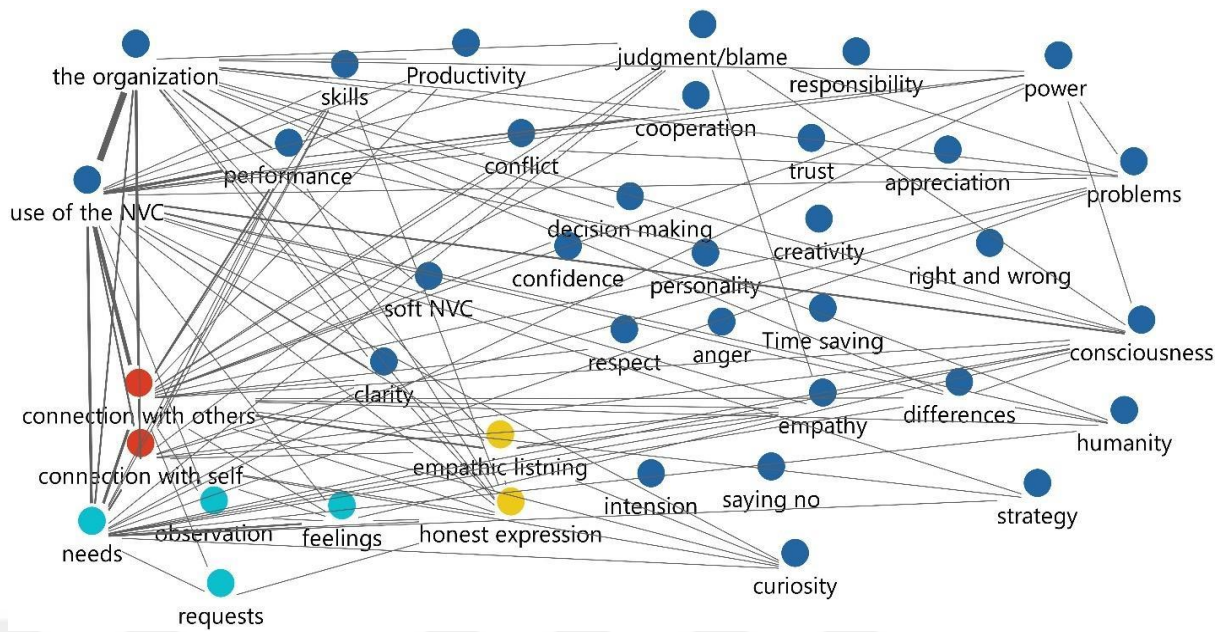


Figure 5.2. Codes' Relationship Map

Moreover, as shown in the code map above, all our codes are connected with different frequencies, as a thicker line means a higher relation between the related codes. The NVC and organization are the more visual ones related to each other with a strong relationship; the others that did not show in this map are related are just the lowest related to each other with less than five frequencies. It also shows different colors according to the grouping codes mentioned before in its definition.

For an easier understanding of the codes and their relationships, the tables next explain in detail the relationship of each code with all the other codes existing in our research, with the frequencies, which means that the codes are mentioned in the exact phrase how many times in all the documents, and that how it counts the frequencies of the relationship between the codes existing.

Table 5.3. Table of Codes Relationship

Code System	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39		
1																																									
2	269																																								
3	123	174																																							
4	36	82	84																																						
5	29	51	76	38																																					
6	24	40	61	31	35																																				
7	19	46	51	42	16	23																																			
8	65	106	113	70	39	33	80																																		
9	6	20	20	18	9	9	21	21																																	
10	3	18	25	16	13	23	15	20	18																																
11	14	7	18	9	4	9	4	8	0	1																															
12	35	27	37	14	7	8	2	17	1	2	4																														
13	18	44	53	34	36	14	14	43	9	7	4	2																													
14	20	39	44	13	9	7	10	40	2	2	6	4	15																												
15	9	16	10	8	7	6	2	8	1	1	0	8	5	0																											
16	15	17	24	10	12	14	3	13	0	4	7	3	9	6	2																										
17	12	12	9	13	3	4	3	10	0	1	9	2	1	0	3	1																									
18	15	15	15	6	5	11	3	9	0	1	5	2	3	5	1	5	1																								
19	20	24	41	21	9	23	15	24	11	13	5	9	8	2	5	4	5	2																							
20	3	10	5	15	8	1	4	7	1	0	0	0	4	0	0	1	1	0	2																						
21	14	25	23	12	9	5	2	16	3	2	0	5	8	4	0	1	4	2	3	1																					
22	21	26	30	11	10	6	6	23	2	2	5	4	11	24	0	7	3	4	3	2	2																				
23	26	40	39	28	16	17	13	28	18	5	8	7	20	12	1	7	7	6	12	2	10	6																			
24	2	8	3	7	0	0	0	0	0	0	2	0	2	1	0	3	1	2	0	0	1	3	2																		
25	51	50	50	14	11	13	8	36	6	4	4	12	13	16	3	7	2	8	8	0	7	19	15	2																	
26	24	42	40	22	14	11	5	35	6	3	4	10	9	7	2	5	3	6	8	7	29	10	20	1	22																
27	5	5	5	1	2	1	0	2	0	0	3	0	1	1	0	0	1	2	1	0	1	1	5	0	1	4															
28	0	3	1	5	3	1	0	0	0	0	0	1	1	0	1	1	1	0	0	1	1	0	0	0	0	0	0	0													
29	20	15	21	5	5	6	19	13	1	1	0	3	2	0	2	1	1	1	4	0	0	0	4	1	6	0	0	0													
30	40	28	29	11	6	7	3	16	0	1	5	8	6	1	2	8	3	7	5	1	3	4	4	0	11	7	0	0	2												
31	13	14	11	2	5	5	4	6	3	1	2	2	3	2	1	0	0	1	3	1	3	1	3	0	9	7	0	0	1	7											
32	12	12	11	12	2	7	4	8	0	1	3	3	3	5	0	4	1	8	0	0	1	0	5	1	8	5	1	0	0	5	0										
33	38	65	45	51	23	12	24	42	11	6	3	7	18	16	12	9	12	5	13	5	6	23	20	3	29	15	2	1	7	8	4	7									
34	14	7	8	4	2	3	1	6	0	0	3	2	2	0	1	1	0	5	0	0	2	1	3	0	5	5	1	0	0	7	0	3	1								
35	14	30	55	21	29	16	17	32	16	18	2	4	14	8	6	11	2	3	14	6	3	6	19	0	6	8	0	0	1	3	1	1	13	5							
36	22	19	22	15	7	7	4	19	1	0	3	5	6	2	2	1	5	1	4	1	4	5	4	1	12	3	0	0	1	5	2	2	15	1	2						
37	101	106	74	32	16	20	11	33	4	8	11	20	10	10	7	13	12	8	14	1	16	13	18	4	23	17	4	0	2	28	18	4	24	5	5	15					
38	37	57	47	35	17	20	8	24	10	7	2	15	14	6	2	8	5	6	6	3	10	4	18	2	11	15	0	0	1	18	6	10	16	6	7	8	34				
39	17	28	28	9	6	3	9	33	6	5	2	6	3	2	1	3	1	1	6	0	3	4	4	1	10	14	1	0	2	6	1	1	6	3	8	10	15	9			

Table 5.4. Codes of numbers

Code N°	Code name		Code N°	Code name
1	The Organization		21	Conflict
2	Use Of The NVC		22	Differences
3	Connection With Others		23	Judgment/Blame
4	Connection With Self		24	Personality
5	Empathic Listening		25	Power
6	Honest Expression		26	Problems
7	Feelings		27	Right And Wrong
8	Needs		28	Saying No
9	Observation		29	Soft NVC
10	Requests		30	Productivity
11	Appreciation		31	Time-Saving
12	Cooperation		32	Confidence
13	Empathy		33	Consciousness
14	Humanity		34	Creativity
15	Intension		35	Curiosity
16	Respect		36	Decision Making
17	Responsibility		37	Performance
18	Trust		38	Skills
19	Clarity		39	Strategy
20	Anger			

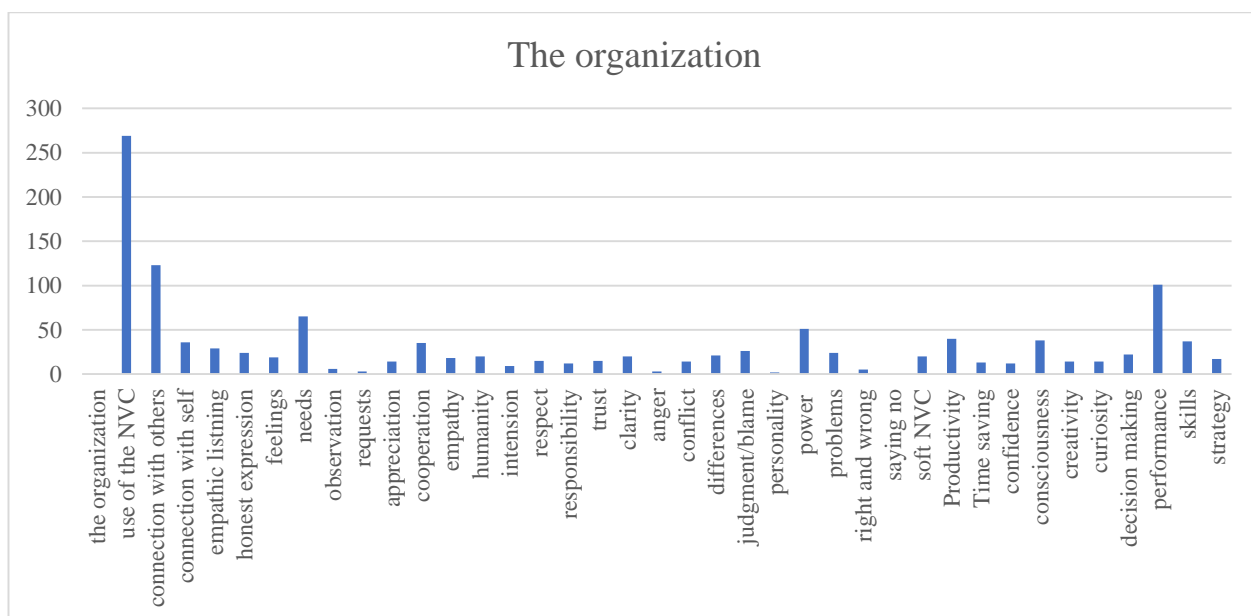


Figure 5.3. Relationship of the Organization with the Other Codes

This chart shows the relationship of the code Organization with all the other codes; it is evident that the organization has related most highly with the Use of the NVC, connection with others, and performance with more than 100. These frequencies are the number of how many times those codes are mentioned in the exact phrase.

In order for NVC to contribute effectively to addressing hierarchy and the issue of the communication, pragmatically, organizations are going to create change most quickly if the leaders are willing to get trained in this, so I always try to start when I can with the leaders in the organization. (G.M)

Here it is declared that the use of NVC in the organization can lead to better performance if the leaders are willing to get the NVC training as well, as it is the most effective way to solve the problem of hierarchy that can be one of the barriers in organizational communication. In the same sentence, many codes are mentioned together, for example, the code: Organization, use of NVC, and the meaning of the code performance.

The chart of the code “Use of NVC” next is the most important in our study; it shows in this chart that this code is related to all the other codes with at least three frequencies with the code “saying No” with the less number as well as it is related also to more than 100 frequencies with the codes: connection with others, needs, and performance.

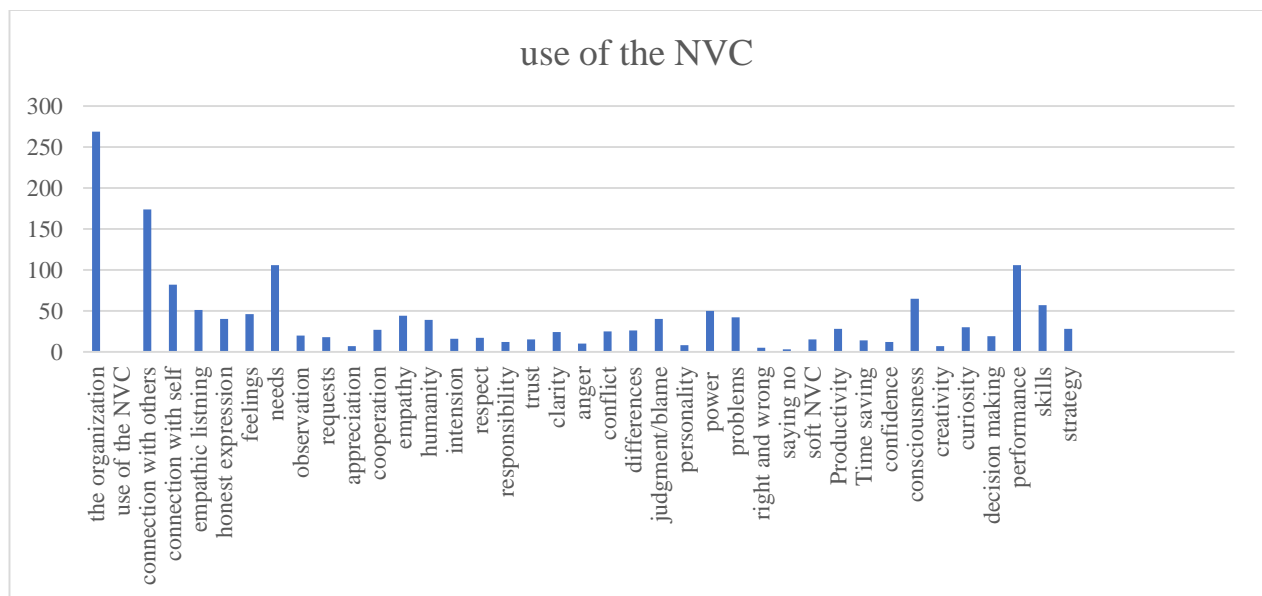


Figure 5.4. Relationship of the use of NVC with the other codes

As an example of the relationship found in the documents, this is a quote from one of the interviewers.

The NVC is like doing a puzzle together, each one has one piece, and we need to make it all together to have the final picture together; the pieces are how you feel and what you need, so to help each other to know better our pieces, as for the training can give the ability to know your own needs and feelings, is also give the ability to help others to understand and know their feelings and needs. (G.V.G)

It is shown here that collaboration between people working in the same place to know their feelings and needs is essential, as the NVC training can also give a chance not only for self-awareness but also to help others know their feelings and needs. This phrase mentioned many codes like the use of NVC, feeling, needs, collaboration, and consciousness, as we can understand the relationship between all of these codes together.

The Connection with others' codes is one of the essential codes in our research; the following chart shows the relationship between the "Connection with others" and all the existing codes.

As it is not shown in the chart, the relationship between the "Connection with others" with "The organization" and "Use of NVC" because it is a relation reciprocate between them, and as is already mentioned before as the highest ones.

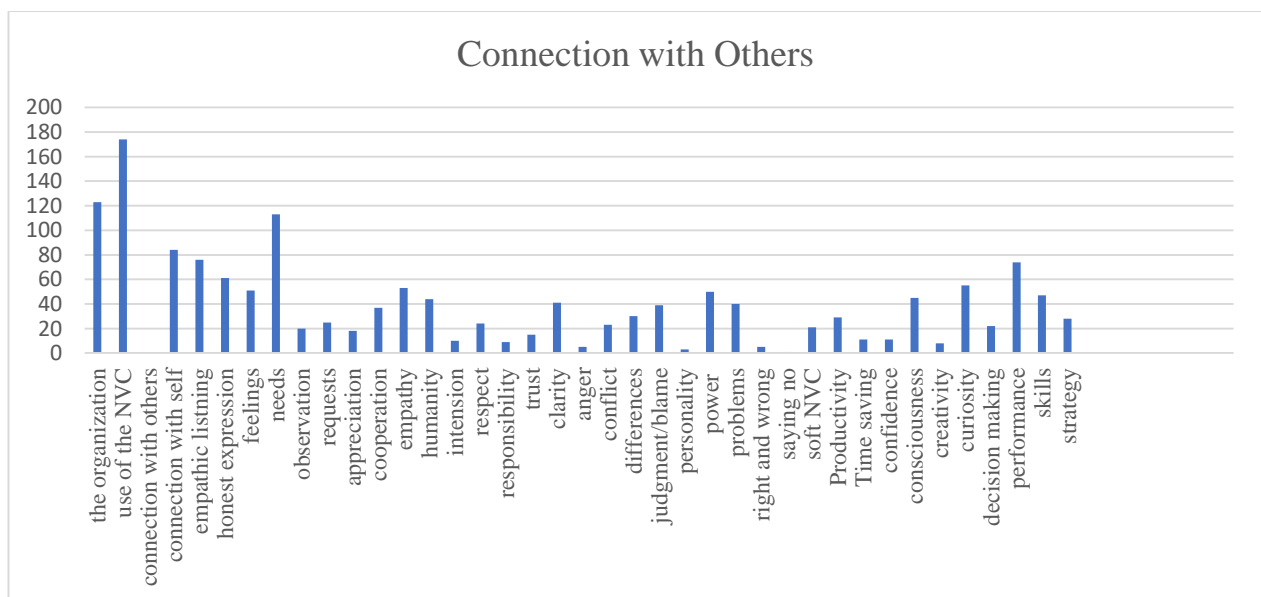


Figure 5.5. Relationship of Connection with Others with the Other Codes

The rest codes that are related to the connection with others are: needs, connection with self, and empathic listening with more than 70 frequencies, which means that to be able to connect with others, one needs to have a connection with self at first as you need to know your needs as a first step after you need to listen empathically to the others to be enabled to understand their needs also.

The way NVC is formulized is to know yourself first by awareness, then when you have it, you connect with the alive in you then, it can make you also connect with the alive in others, then you empathize, to be empathic and connect from heart to heart affect the relationship positively. (H.O)

It means that the NVC training can give the person the ability to understand well his feelings and needs, which is connecting directly to the self; when the person has this awareness, he can also understand well the feelings and needs of others, and that directed it to give empathy to others, all this combination can lead to an effective connection from heart to heart between 2 people.

For the code Needs, it is one of the essential codes, as what the NVC is all about is to be aware of self-needs and others' needs in the charter; it shows the relationship between the code Needs and the other codes, apart from the codes mentioned before: the organization, use of NVC and connection with others as they are the highest connected ones to all other codes, the Needs is connected higher also with connection with self, feeling and empathy, with more than 40 frequencies.

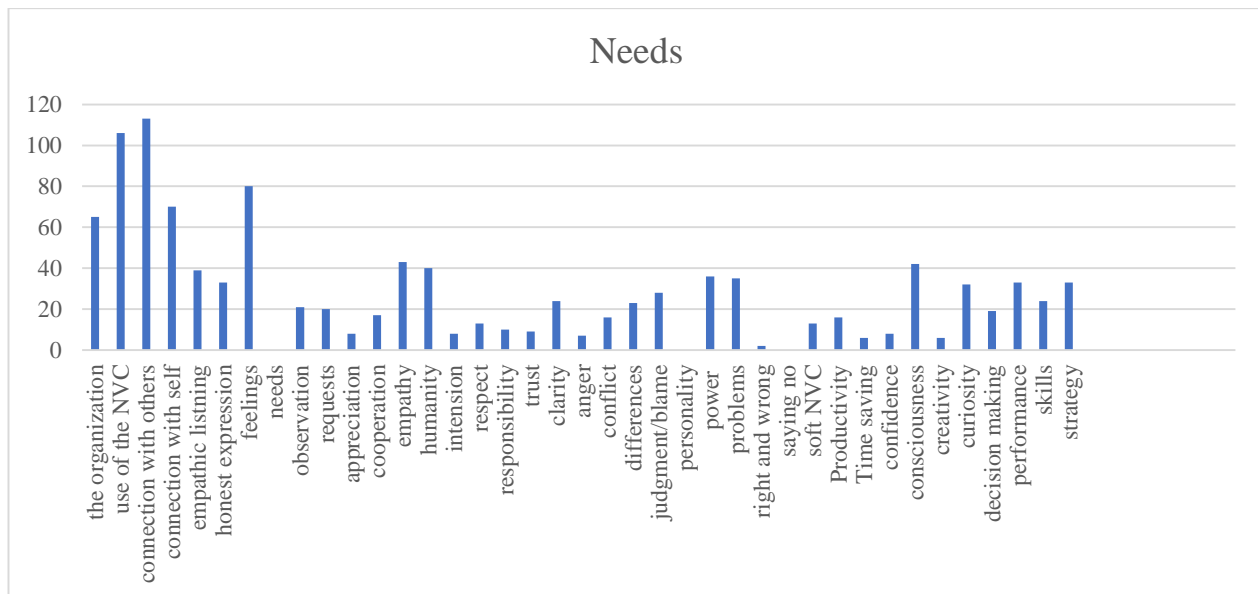


Figure 5.6. Relationship of Needs with the Other Codes

In the interviews, it shows that all of them agree that Needs are the main thing that the person should be aware of in himself and others; to connect effectively with both self and others, it is the keyword that can lead to effective communication between people, in a personal or professional context.

We are changing the training to give even more attention to the nonverbal part. Moreover, the idea is that from the empathic listening we do in NVC, silence, so silent empathy is an important thing, we train people. So that means that we teach people to silently guess the needs of the people that are insulting them, or that are trying to discuss, or they are trying to bully them, or whatever. (M.C)

Here it shows that giving empathy to people by listening to them and their needs, guessing their needs behind every behavior they are doing toward us, gives the idea of putting the feet in the others' shoes to practice empathy toward others in every situation, even the situation with conflict as it is declared in the exact phrase, many codes that showed the relationship between them, especially the need with each code is mentioned.

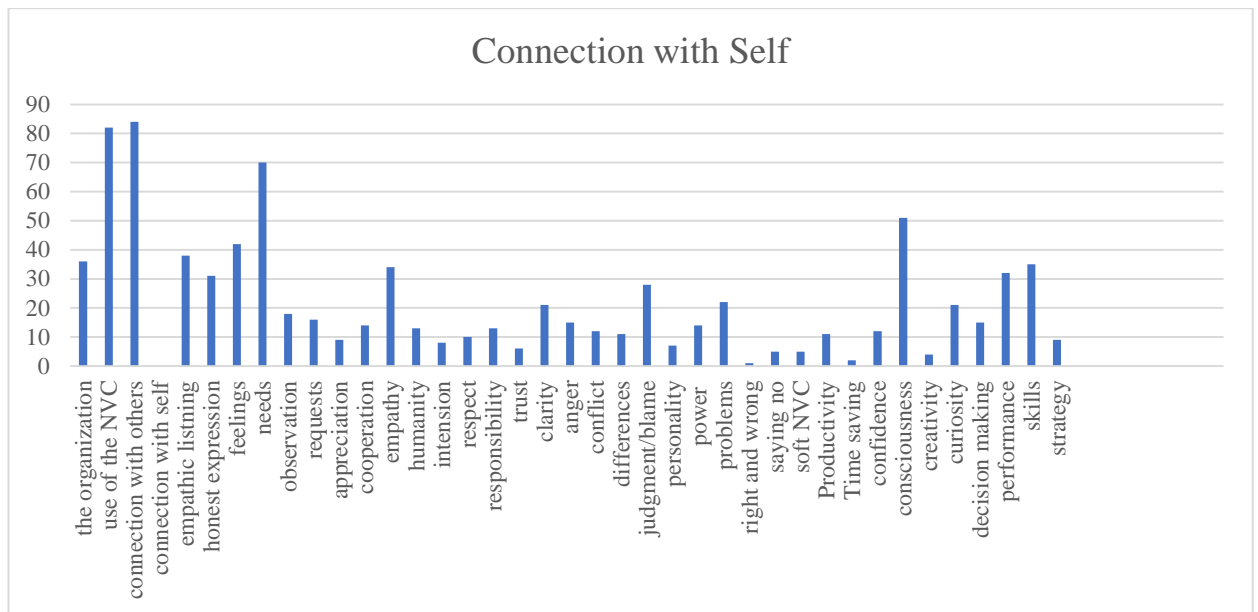


Figure 5.7. Relationship of connection with Self with the Other Codes

In the chart above of the relationship between the code “Connection with self” and all the other codes, it is evident that the first top codes related to them are: the organization, use of NVC, connection with others, and needs; it is also related highly with consciousness, feelings and empathic listening with more than 30 frequencies. Moreover, as it is declared in the interviews that to be able to connect to self, it is a must to have an awareness of your needs and feelings, as also it gives you the ability to listen empathically to others without blaming or judging, with totally taking responsibility of own feelings, that makes the empathic listening easier for the person.

The process from the beginning makes people more realistic about the problems in organizations; instead of dealing with blaming and judging others, you look for yourself to improve your skills and self-awareness. (H.K.A)

In this phrase, it is declared that the process of the NVC training for people working in organizations, can make people be aware of themselves and what they are doing, focusing on solving problems that the organization has with the connection with self at first, in order to understand better after what the organization need and what other people were working in the same place need.

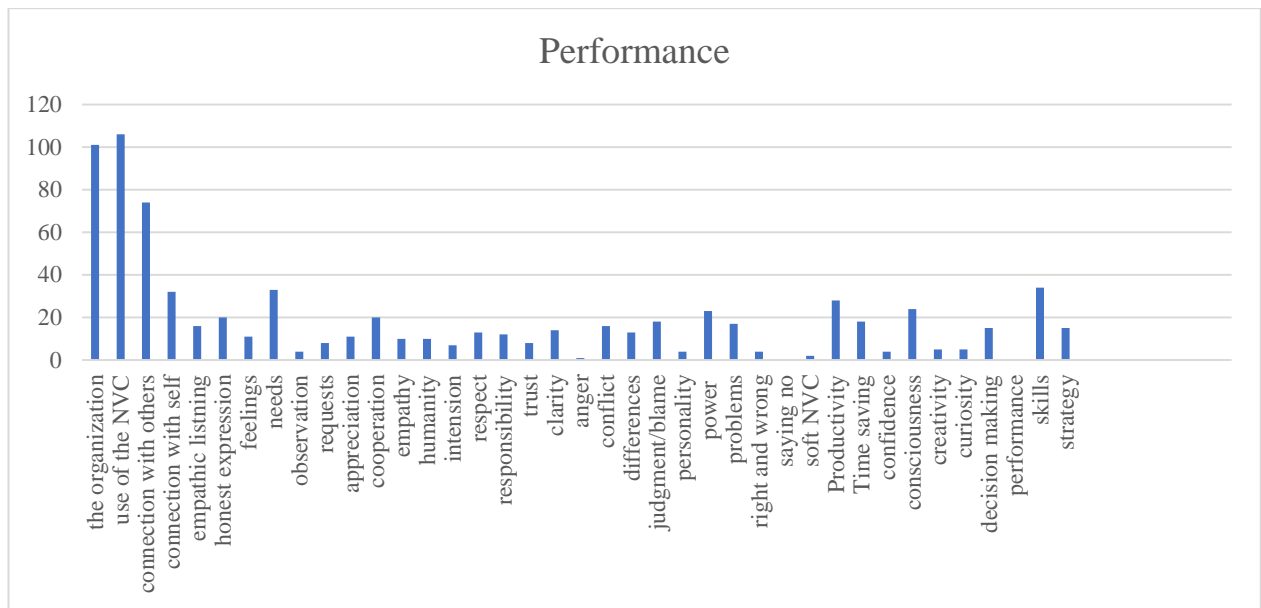


Figure 5.8. Relationship of Performance with the Other Codes

The code performance is related highly to the organization, use of NVC, and connection with others, but also it is related to skills, needs, and productivity. As it is informed in the documents, the performance of the people working in the same place can be high or improved by the NVC training, when people can connect and build their skills.

He was satisfied with the improvement of his performance with his colleague to get them to understand him more clearly and to request his needs in a way that the others could understand and accept. (S.R)

One of the interviewers declared that a client of her that she was training on NVC, was so satisfied after the NVC training that gave him excellent communication skills which it makes him happy about his performance in his organization, as he was able after the training to communicate better, with his colleagues, he can explain well in a clear way his needs to the others and make explicit requests to the coworkers, which makes his life easier in the workplace and perform better.

These are the codes that have higher frequencies than other codes. Also, they are very important in the research as they are the words key for the answer to our research question, as it is how does the NVC affect the organization as a communication method?

In addition, as we have the most related code frequencies, we also have fewer frequencies, which does not mean that they are unnecessary; however, they are less repetitive in the documents, which makes the number of frequencies less.

For example, the code “saying no” is one of those codes with more minor frequencies and relations in the documents.

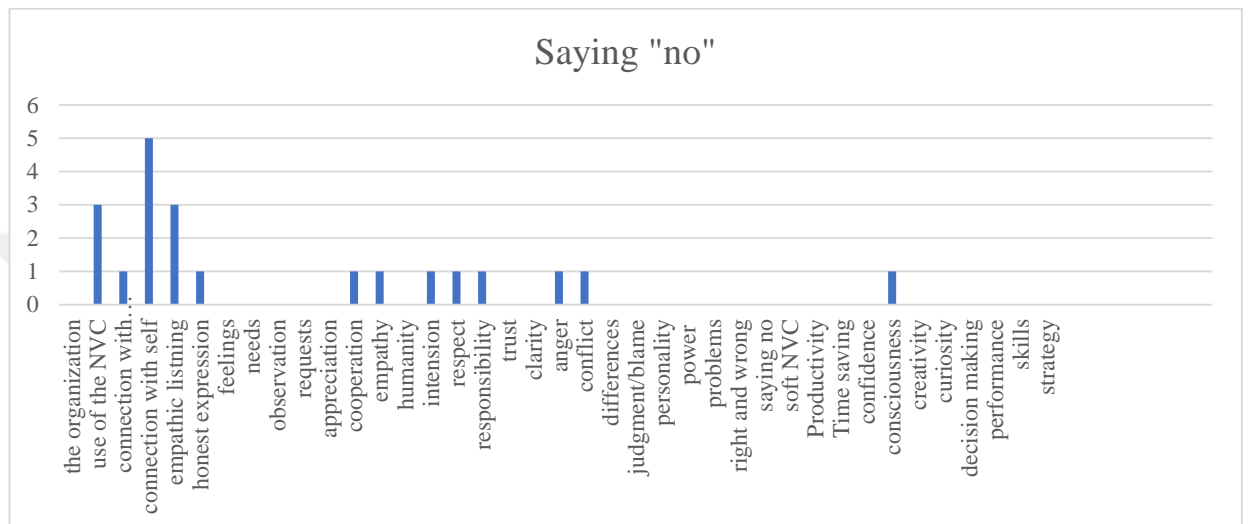


Figure 5.9. Relationship of Saying No with the Other Codes

This chart shows that the code “saying no” has frequencies less than 5 and almost has relationships with just half of the whole codes in the research, as it is mainly related to connection with self, use of NVC and empathic listening, as we cannot related much with other codes as it will not make since, bit just with those codes as it means that, as saying no can affect the self and make the person angry, which is means that it gives feelings to the person as a personal feelings that he should deal with and understand by himself, when the person hear the word no, he can connect to himself and understand what is the need behind the word no from the other person perspective with empathic listening, this is how the person can deal with the word no in the NVC perspective, as in the training, people well trained to listen emphatically to others without judgment or blame or anger, and how to hear the word no as it is the most word that all people can’t handle or can’t deal with in an empathic way.

She is answering NO; then now I can handle no differently; I can hear her No and then continue to be in a dialog with her in order to meet our needs together. (S.B)

It is declared here that after the NVC training, it gives him the ability to communicate with the person who says no to him, as it is challenging to handle it. However, the NVC allows him to see it differently and not block the connection between them to meet their needs together.

Moreover, as it is not related to most of the other codes, it has its importance in the research, as much as the other codes that have fewer frequencies with others, like soft NVC, right and wrong, and personality.

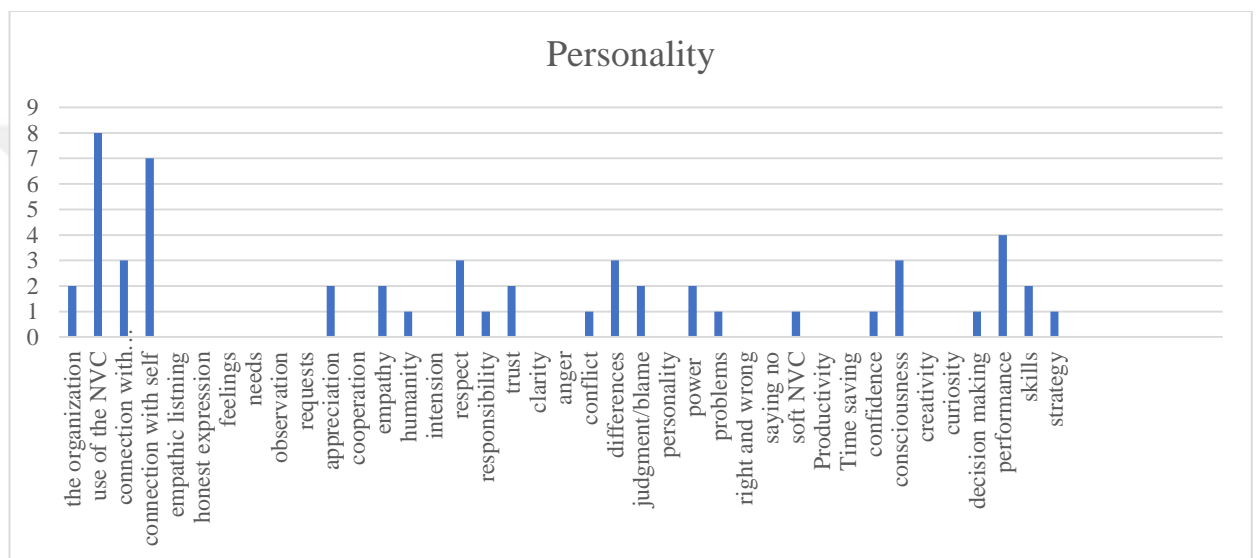


Figure 5.10. Relationship of Personality with the Other Codes

It is effective more when the person is willing from the heart to change and to communicate in a different way so to apply it also in daily life, it is an individuality matter, so you cannot measure it because you find other performance of people depending on their willing, also about the personality of people. (H.M)

Personality is one of the codes that have the low frequencies with others. However, it is related to some codes that make it has a place in the research; it is related for sure with the organization, use of NVC, connection with self, and performance, as it indicates that the personality of the person plays a role to define if the NVC can affect the person's performance in the organization or not, as it is declared in one of the interviews that the personality is important as a dimension for the NVC to be effectively used in the organization, if the person has that different personality with no willing to communicate with the others or even no willing to be open to use any kind

of communication, for sure the NVC will not be effective, as the NVC in the first step is that the person should have the wellness to learn and the acceptance to know new technics in the communication.

5.3.3. Code Grouping

It is difficult to understand the general idea of the research with the number of codes for all the codes. To minimize it and make it easier to recognize and observe, we did the grouping for the codes as mentioned in the literature review, and the definition of each code and what it means according to the context that has been declared in the interviews.

At first, “the Organization” and the “Use of NVC” are the central codes of all the codes as they are the principal codes that our research is about.

According to the literature review, we have

The components of the NVC: Observation, Feelings, Needs, and requests.

Modes of the NVC: Honest expression, Empathic listening.

Modes’ results of the NVC: connection with self, connection with others.

Moreover, as a result, we found other codes that are important and grouped them into three main groups that make sense of the research:

Obstacles of the NVC: right and wrong, personality, differences, saying no, problems, conflicts, judgment/blame, anger, power, soft NVC

Obligations of the NVC: respect, cooperation, intension, appreciation, responsibility, clarity, empathy, humanity, trust

Results of the NVC: confidence, curiosity, decision making, performance, productivity, strategy, consciousness, creativity, and time-saving skills.

For a clear view of the grouping of the codes, the following map shows how the codes are grouped in an organized way.

Hierarchical Code-Subcodes Model

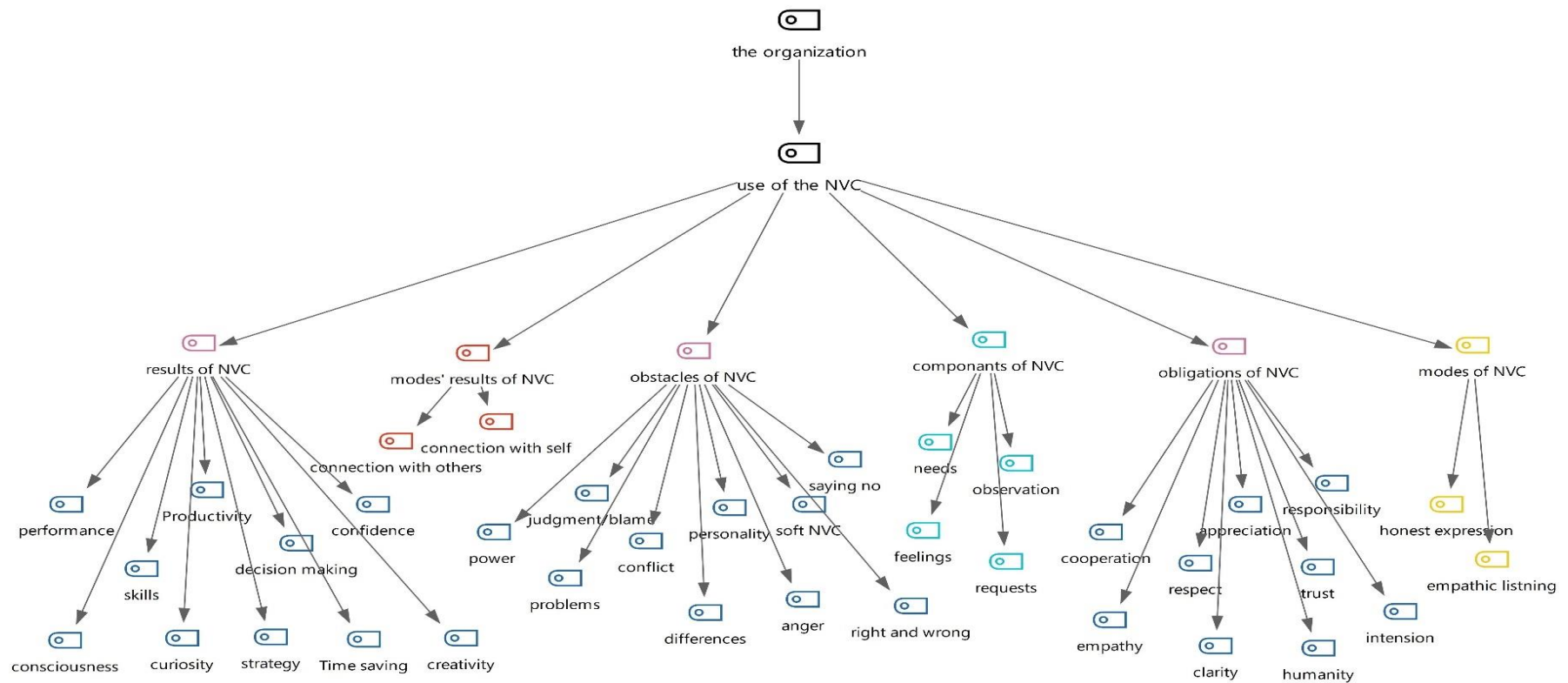


Figure 5.11. Hierarchical Code-Subcodes Model

As it shows in the hierarchical code-subcode model, the relationship between the codes as they are grouped before, in the head, there is the organization as what we are studying in our research and how the NVC affects it. So, we conclude that the codes that have the relationship affect the NVC under the code use of NVC.

5.4. Similarities and Differences In Interviews

In this part, we have the table that shows the similarities and differences between the answers of the interviewers; it gives us an idea about how much the interviewers are saying the same things about the questions and who are saying differently from them, as we can understand better and confirm what we are searching for and about our hypothesis that is: NVC training is beneficial for the organization to adopt as a communication method.

Table 5.5. Table of Similarities Matrix of Interviews

Docu	G.M	G.G	H.O	H.M	H.A	I.B	I.A	J.K	J.G	J.M	J.S	J.B	K.S	M.C	M.M	N.H	S.B	S.R	T.B	A.E	C.I	C.R	C.A	D.D	E.D	E.G
G.M	1.00																									
G.G	0.92	1.00																								
H.O	0.85	0.87	1.00																							
H.M	0.72	0.79	0.77	1.00																						
H.A	0.77	0.74	0.82	0.79	1.00																					
I.B	0.79	0.72	0.74	0.62	0.67	1.00																				
I.A	0.79	0.77	0.79	0.72	0.72	0.79	1.00																			
J.K	0.82	0.79	0.72	0.74	0.69	0.72	0.67	1.00																		
J.G	0.82	0.74	0.82	0.59	0.69	0.77	0.82	0.69	1.00																	
J.M	0.77	0.69	0.82	0.64	0.74	0.72	0.82	0.64	0.90	1.00																
J.S	0.69	0.67	0.79	0.62	0.72	0.64	0.69	0.56	0.82	0.82	1.00															
J.B	0.77	0.69	0.72	0.54	0.64	0.72	0.72	0.69	0.90	0.79	0.82	1.00														
K.S	0.77	0.69	0.77	0.59	0.69	0.77	0.72	0.64	0.85	0.85	0.72	0.74	1.00													
M.C	0.82	0.74	0.72	0.64	0.69	0.67	0.67	0.79	0.79	0.74	0.77	0.79	0.74	1.00												
M.M	0.85	0.82	0.79	0.67	0.72	0.69	0.79	0.77	0.82	0.77	0.69	0.77	0.72	0.77	1.00											
N.H	0.64	0.67	0.59	0.72	0.62	0.64	0.59	0.67	0.56	0.51	0.59	0.51	0.46	0.62	0.49	1.00										
S.B	0.74	0.72	0.69	0.62	0.62	0.74	0.69	0.72	0.77	0.77	0.74	0.77	0.77	0.72	0.74	0.59	1.00									
S.R	0.87	0.79	0.82	0.64	0.69	0.77	0.77	0.69	0.85	0.79	0.82	0.79	0.74	0.74	0.72	0.72	0.82	1.00								
T.B	0.82	0.79	0.82	0.69	0.74	0.72	0.72	0.64	0.79	0.74	0.77	0.74	0.74	0.74	0.72	0.72	0.72	0.85	1.00							
A.E	0.59	0.62	0.59	0.72	0.56	0.54	0.59	0.51	0.51	0.62	0.64	0.46	0.46	0.62	0.49	0.79	0.54	0.67	0.67	1.00						
C.I	0.90	0.82	0.85	0.72	0.77	0.85	0.85	0.77	0.82	0.77	0.74	0.72	0.77	0.72	0.74	0.69	0.79	0.92	0.82	0.59	1.00					
C.R	0.79	0.77	0.85	0.62	0.67	0.74	0.79	0.77	0.87	0.82	0.74	0.82	0.77	0.82	0.90	0.49	0.74	0.72	0.72	0.49	0.74	1.00				
C.A	0.79	0.72	0.74	0.62	0.72	0.69	0.74	0.77	0.82	0.82	0.74	0.87	0.72	0.77	0.69	0.59	0.79	0.82	0.72	0.54	0.79	0.74	1.00			
D.D	0.85	0.87	0.79	0.67	0.62	0.69	0.79	0.72	0.77	0.77	0.69	0.72	0.67	0.67	0.74	0.64	0.79	0.87	0.72	0.64	0.85	0.74	0.79	1.00		
E.D	0.77	0.69	0.72	0.59	0.69	0.72	0.72	0.69	0.79	0.79	0.77	0.74	0.74	0.74	0.67	0.67	0.82	0.85	0.79	0.62	0.82	0.67	0.87	0.77	1.00	
E.G	0.67	0.64	0.62	0.59	0.59	0.67	0.62	0.54	0.59	0.64	0.72	0.64	0.64	0.59	0.51	0.62	0.77	0.74	0.69	0.62	0.72	0.51	0.72	0.72	0.74	1.00

We need to know what the rows and columns represent to understand the table. So both The rows and the columns represent the interviewers' names to compare them with each other. As it shows the similarities between the interviewers and what they said, it counts the average of the codes mentioned and variable values (the document name, which is the interviewers' names), which means that it calculates the number of codes that are the same mentioned in the documents, and as it shows in the table that almost all of the documents are similar to each other with more than 0.5, means that more of half of the codes exist in all of the documents. Just some of them mentioned different codes.

As we can see in the table darker green color shows more that, for example, the similarity is high, G.M and G.G are similar to each other with 0.92, which means that they mentioned all the same codes, which means that we have in the research is all the interviewers agree with, which means that the general outcome of our research study results is approved by almost all of the 26 interviews, which make the results strongly approved.

As we also have J.S and A.E have a similarity of 0.46, which means that just less than half of the codes mentioned that they are the same and more than the half they are not, as it indicates that we have a differentiation of codes, as also it is beneficial to the research, as it means we have different outcomes for the research question, as all the interviewers mentioned the same codes. However, some give a different perspective of the research question, as it is an addition to the study results.

5.5. Results of Questions

The table next shows how many codes and which codes and the frequencies of the codes in each question.

Table 5.6. Frequencies of Codes in Questions

Code System	Q 10	Q 9	Q 8	Q 7	Q 6	Q 5	Q 4	Q 3	Q 2	Q 1
the organization	43	33	57	7	42	16	21	14	22	20
use of the NVC	59	42	51	32	38	42	36	27	38	39
appreciation	2	3	9	0	9	5	7	1	2	1
clarity	8	5	7	15	9	5	8	5	8	10
cooperation	7	9	6	0	5	2	10	6	8	9
empathy	9	5	5	14	14	13	12	9	11	8
humanity	5	2	10	2	13	28	12	4	3	3
intension	11	3	6	4	5	1	3	2	2	4
respect	3	5	4	5	3	12	9	1	3	0
responsibility	9	3	5	0	3	1	1	0	6	5
trust	11	4	8	2	6	1	7	0	3	1
anger	2	1	0	4	2	5	0	2	13	4
conflict	8	4	2	0	1	2	6	16	10	10
differences	5	4	7	3	11	24	9	2	3	2
judgment/blame	9	6	10	21	1	28	8	7	12	19
personality	3	4	0	0	1	1	1	0	1	0
power	8	3	17	4	69	17	5	3	9	3
problems	8	9	6	4	14	15	13	34	11	16
right and wrong	0	0	3	1	1	4	0	3	2	0
saying no	0	0	0	0	3	0	0	1	6	0
soft NVC	0	1	1	0	2	0	2	0	0	1

Table 5.6. (cont.)

Code System	Q 10	Q 9	Q 8	Q 7	Q 6	Q 5	Q 4	Q 3	Q 2	Q 1
Productivity	21	17	9	1	4	0	3	1	2	3
Time saving	9	6	4	0	4	1	0	1	3	0
confidence	2	6	3	2	5	2	3	2	4	1
consciousness	7	6	10	14	24	33	9	6	12	16
creativity	5	1	5	1	1	0	2	4	1	0
curiosity	7	5	3	24	3	15	8	9	5	9
decision making	6	3	6	1	6	2	1	3	7	6
performance	34	35	15	3	13	7	8	6	11	11
skills	11	17	10	8	6	3	7	9	13	23
strategy	7	8	7	3	7	5	1	15	5	4
feelings	17	6	10	17	15	16	10	7	11	12
needs	37	16	23	18	45	40	30	52	44	30
observation	7	3	7	24	2	7	2	8	3	8
requests	8	10	5	23	2	4	2	3	8	5
empathic listening	10	10	7	16	12	16	18	15	20	15
honest expression	8	9	9	26	10	7	12	3	11	18
connection with others	45	29	35	37	36	35	48	33	46	41
connection with self	32	26	12	22	17	16	17	17	38	29

Question 1: How does the NVC training support people's skills in the organizations?

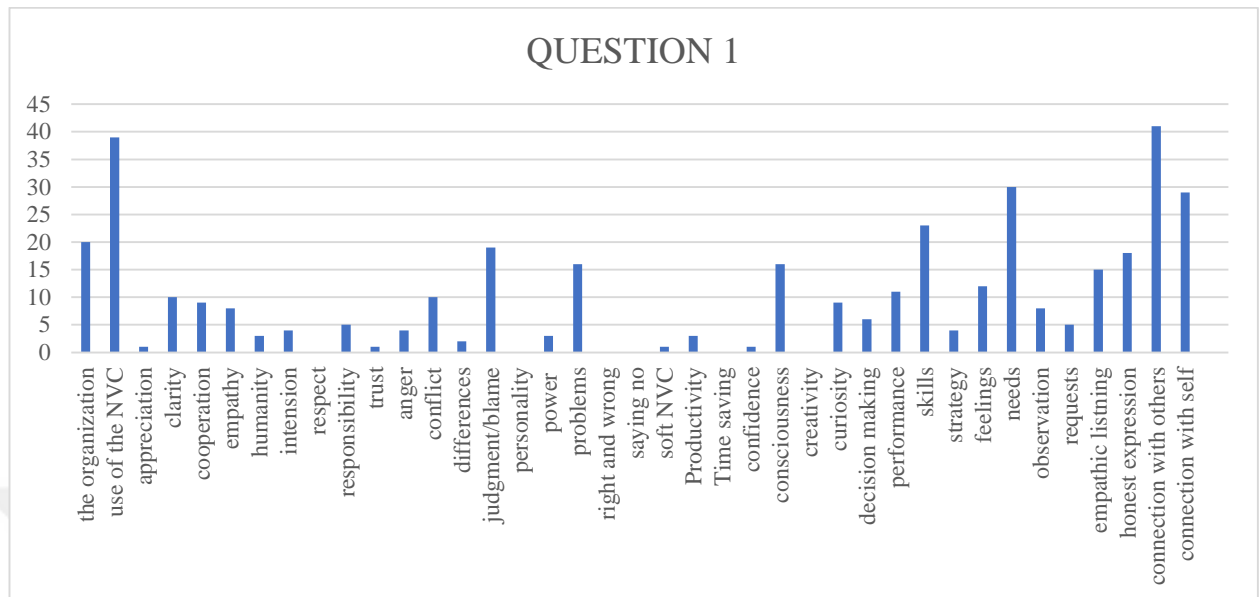


Figure 5.12. Frequencies of Codes in Question 1

As we can see in the chart, question 1 is about the skills that the NVC training can give the person if he gets it in the workplace. As shown in the chart, question 1 has almost everything except respect, personality, saying no, and creativity. However, the most frequent ones in the question are the use of NVC, the connection with others, connection with self, needs, and skills.

This means that the use of the NVC in the organization benefits the person as it gives him the ability to connect to self and others, with the share needs that all humans have, as it gives skills for this purpose.

In the interviews, the trainers mentioned the skills that the NVC training gives people working in the organization on many levels. Most of them agree that the training gives the collaboration skills to people with the ability to understand after the training how to apply the NVC components, first, separating observation from the interpretation or evaluation (being aware of judgment and blaming), which makes the thing clear between people, then to have the awareness and curiosity to understand the self-feelings and needs (understanding the "what" and "why" as an awareness of the anger

as an unmet need and the conflict as on strategy level), for better connection with self as an inner connection and clarity, as well as curiosity to the others' needs (look deeper for the needs and the intentions behind the actions) by communicating and sharing between them their feelings and needs (as all human beings have the exact needs) as it gives the ability to be active listeners with the empathy, then to support the others' person saying in order to avoid the misunderstandings (make explicit requests), all of this is for the purpose to achieve the self-goals as well as organization's goals with a common strategy that can fit for everyone, and if each person has this skills, it is for sure an improvement for collaboration skills and self-awareness, and reduce the conflicts. *"which helps people understand each other better and live in a sort of synchronous way of living.."* (A.E.)

It is also announced that the NVC training can improve people's decision-making skills, for the NVC as it is a process that can go on for a long time, and as people adopt a new language, to communicate with others, with time and practice the NVC for sure gives to the person more skills that can make his life easier, as we quote it from (S.R) : *" Collaboration skills and decision-making skills also for people they are working in organizations, as the NVC is a process that needs time not just for day training but more than that, so for sure it changes and improves people's skills...."*

Another perspective of the NVC training and its effect on the person's behavior is that it gives him the courage and power to speak up for his ideas and feelings, not to sulk, and connect with others bravely, as an indicator of self-accepting, *"...NVC over many years, helped me to speak up and say, what I wanted what I needed in those situations. So that I do not need to disappear and withdraw, I can stay and come forward because I accept myself..."* (C.B)

Another interviewee said that the NVC training helped the managers to change their attitude toward the employees, as they do not demand others, understand them better, and most importantly, do not use their power over anymore with them. As quoted from her, *"...They do not use power over after and they try to understand with wondering about others, curiosity skills improved for the managers to understand better the employees...."* (E.G)

Question 2: Can you name situations that NVC helps with?

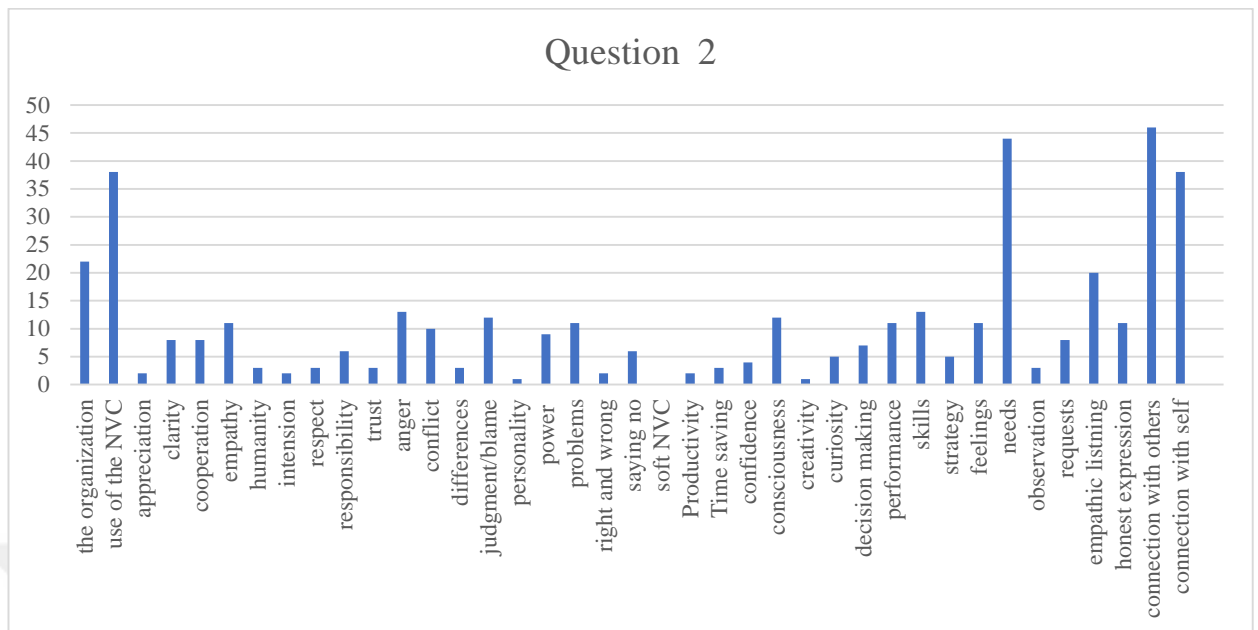


Figure 5.13. Frequencies of Codes in Question 2

Question 2, which about the situations that even the interviewers themselves or their trainees get into. They found themselves did manage it effectively with the NVC method. As shown in the charter, question 2 mentioned the use of NVC, the organization, connection with others, connection with self, and needs, as they are the most mentioned codes in the research. However, just the soft NVC has not been declared in this question, which means that people using the NVC get many skills and benefit the maximum from the NVC in personal and professional lives.

Most of the interviewers declared that the NVC training efficiently changes a person's life, personally and professionally.

On the personal level, it changes people's way of thinking as they start to see the world differently. Hence, it helps in any situation that comes to the person in daily life actions, it ameliorates the person's communication skills, as he becomes more collaborating with the others, as it comes first the connection with self in an empathic way without any self-blaming, so, trying to understand the self-needs and feelings as an inner clarity, so it can make it easy to know and understand the other's needs as well like family (especially dealing with teenagers) and friends also with colleagues

for sure, it gives the ability to make decisions effectively even in stress situations, as also the ability to deal with conflicts, moreover, the NVC training can be a methodology to learn how to deal with different strategies of people to get a common one that can meet all people's needs. *"...I find NVC is the most effective strategy for creating Behavior change about the communications systems that I have seen."* (G.M)

In addition, NVC training makes the person understand that he is not responsible for others feeling, as he is only responsible for his feelings, as also not to take his action personally because it is related only to his needs, which makes the person get no enemies in his heart. It also gives the ability to deal with situations of others saying No or something that hurt the feelings of the person like blaming or criticizing or accusing; as for the person, it is hard on him to deal with it, but with the training, hearing the answer as No or hurtful words can come to the trained as another thing as well as the anger situations, which he can see and being curious about the needs behind it and be empathic toward the others, then avoiding the fights and conflicts, and this is common to use both in personal and professional life.

On the professional level, the NVC training is a way to meet as well the needs that the organization has for that person's performance, as it brings all the needs together, the personal ones as the organization, and gets to one strong strategy that can meet all of them together, with the satisfaction of both sides, means that creates a good quality of connection, as well for the connection between people working in the same place when they are clear about their needs between each other without any blame or judgment. However, with empathic listening and honest expressing of self and self-needs like support and collaboration, it makes the relationship stronger a fluently us to work together in an effective way which also brings motivation and creativity, and making decision skills.

Moreover, a good relationship with the customers and managers gives the negotiation skills and confidence to deal with them. Others mentioned that one of the trainees got the ability of crisis management in her workplace, in addition, to defusing tension and running processes. Another person gets the confidence and skills to pass job interviews comfortably to pass them with a good impression from companies.

NVC helps the trainer to analyze for companies, which means that she goes to the company to do some interviews with people working there, observe the situation if they have any conflicts and their feelings and needs inside the company, after making a planned strategy for the co-workers and evaluate it to solve problems inside the company between people or between whole departments, in general, it gives the ability to deal managers as well as co-workers and find the harmony between them with the NVC. As the same for another interviewer that he uses restorative circles for people to improve their relationships without any conflicts caused by arguing about who is wrong and who is right.

Question 3: How does the NVC training contribute to problem-solving improvement?

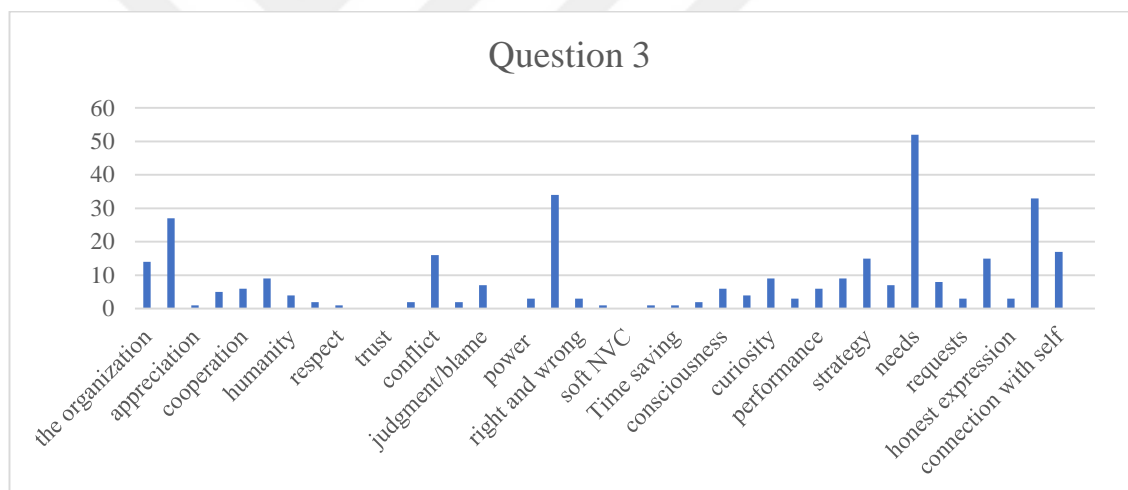


Figure 5.14. Frequencies of Codes in Question 3

This question is about the problem-solving skills and their relationship with the NVC training, so as is shown in the chart, this question has the most frequent codes, like, the use of NVC, needs, connection with others, and problems. As it means that the NVC has a significant impact on problems, as it gives the ability to the person to connect to himself as well as with others and see the self-needs also the others for a better understanding and better communication, which is the first step to the problem-solving process.

For this question, most of interviewers declared that it has a strong relationship with the first and second questions, as when then person get the skills that makes him communicate in an effective way with himself and others, so it built a great connection with others and this is the first step to the Problem-solving skills, as if the person connect well with others and have that self-awareness then he understand their needs and the needs behind any actions that they react, not to stay in a superficial understanding or strategies, but to go deeper with good observation without judgment, anger or blame or accusing in an offended way with the right or wrong judgment thinking, it makes him think well about everything and give empathy, with empathic listening free from any judgment, and with honest expression with confidence and with a clear way, then as a person trained well with the NVC language, it give him the ability to solve any kind of issues that get to him in any situation in a creative way . So the main thing for the NVC is to solve all kinds of conflicts that happen between people or to make it easy to deal with for a better connection and collaboration when all people's needs matter, as to negotiate and find common ground and a sustainable solution for their problems as the main problem in any conflict is that people have different strategies to meet their needs, so to find a common one that can satisfy all the needs is the solution that the NVC provides, so the training as the interviewers declared, is a better method for the organization to adapt to her employees and managers for better performance.

The training helps improve people's problem-solving skills; the NVC is like doing a puzzle together, each one has one piece, and we need to make it all together to have the final picture together; the pieces are how you feel and what you do you need. (G.V.G)

Problem is a cause of a conflict, and hear it with empathic listening and give powerful questions. And observation, so it comes by itself after it. (H.O)

NVC creates each conflict or decision problem into a co-creation situation. We first find all pros and consequences, or aspects of certain problems in terms of needs, and these needs will be the criteria when people come up with much more solutions than if you go directly to strategies. (M.C)

We have a saying in NVC: connect before correct; before finding solutions, we connect, first connect to ourselves, then the others, first connection, and then solution. (S.B)

Question 4: How the NVC training can affect relationships between people in organizations?

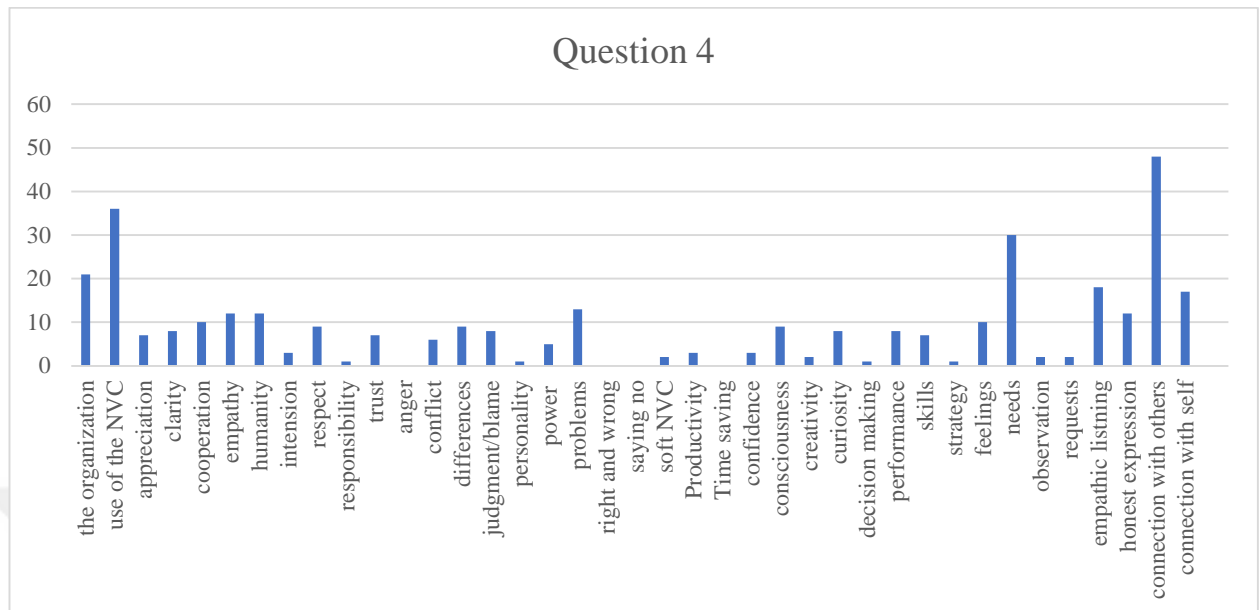


Figure 5.15. Frequencies of Codes in Question 4

This question is about the interpersonal level in the organization, and like shows, in the chart, the most frequent codes are the use of the NVC in the organization and the connection with others and needs, with more than 20 in the frequency. So this means that the relationship with the co-workers gets affected by the NVC, by how people can see the needs of each other.

Some of the interviewees declared that they use the NVC in their organizations to deal with their issues. Most of them are conflicts between people working in the same place, which affect the whole department, but after the training, it is sure that the relationship between them changed and changes the atmosphere in the workplace.

As we saw in the previous questions, the NVC makes the person see others differently, as they are human beings with needs that they want to meet as the same purpose, so to search for the standard strategy that can serve all needs together, which can create a brand as a strong relationship so that when people. In the beginning, the NVC can serve the self-awareness when the person can request from himself his feelings and needs and be curious about them, as the person can have a strong connection with self,

which can lead to express self comfortably in a clear way, that can make the other understand better what is going on inside him, and also to request and to be curious about the other's needs. Moreover, if the other person does the same as to express his needs clearly, so means that both of them can understand each other's needs without any misunderstanding or confusion through empathic listening which is very important in the relationship between others, it is a giving empathy to each other, and that can make the connection even more substantial in a personal way and professional way.

An interviewer gives the criteria that can work for a good connection with others: empathy, respect, compassion, trust, and specific social behavior.

A person who has no connection with themselves, like antisocial people, do not know the empathy people that they have a personality disorder and social issues. So, for the NVC to work, it should be respect, love or compassion, and trust, and social behavior will work for sure. (H.O)

Others declared that it should be from both sides so that the communication can be more accessible. The person can be more relaxed as if he is venerable toward others, so he can trust and be relaxed as he knows that he will receive the same feelings from others, not to get understood in a wrong way or to get used by his honesty.

In the world of competition and winning everything, if you find somebody's weakness, you want to explore it, but in the world of cooperation, if you can be venerable about your weaknesses, you and I increase your capacity to cooperate and to get more effective. (J.K.G)

Other interviewers add to this other aspect for a compelling connection between people is the intention, so if the person has the wellness to communicate with others, he will try his best to connect from his heart. However, if not, then there is no trust, no interest in others' needs, then there is no connection with others.

An interviewer announced that for a better connection with others, people should not take things too personally; when a colleague has a situation where he reacts in the workplace differently, it is better to give empathy and personal space to others and not take the reactions personally so it will create misunderstandings and judgments that can break the connection with the other.

Question 5: How the NVC training can contribute to eliminating or decreasing any kind of discrimination (gender, age, nationality, religion...) inside the organization?

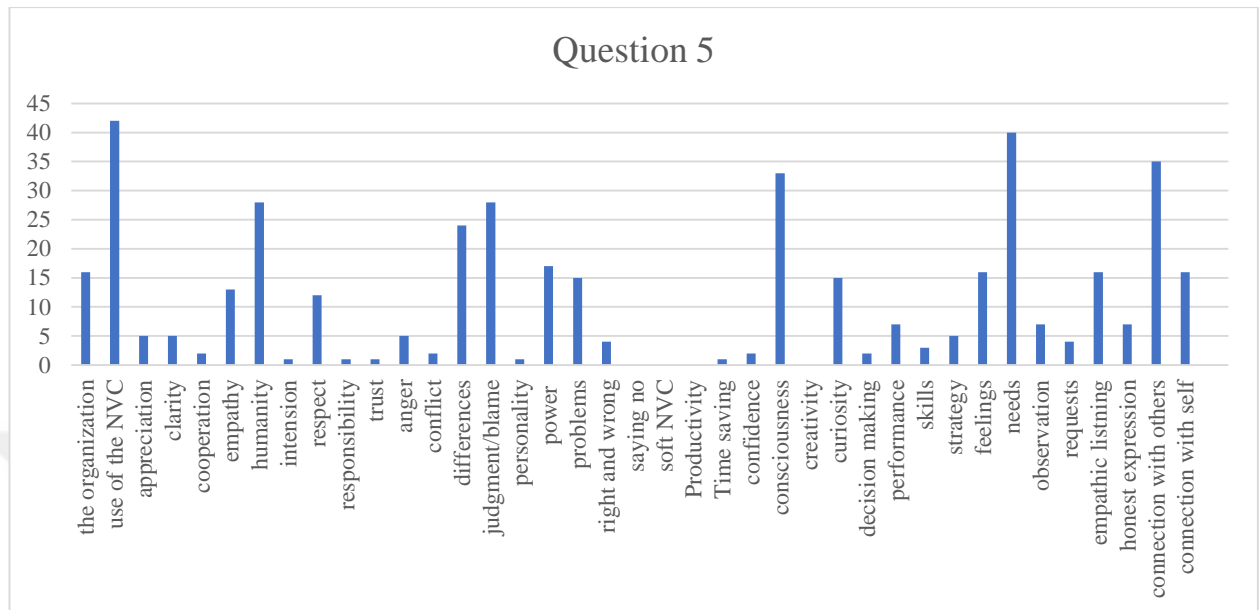


Figure 5.16. Frequencies of Codes in Question 5

This question enters the level of challenges that organizational communication can have, as discrimination is always a subject to discuss in the organization, differences in generation can lead to conflicts between co-workers, as the most common subject in organizations, as for the other kinds of discrimination, they are less common as there are some legal regulations about them. The chart shows that this question has high relations with many codes like the use of NVC, needs, connection with others, consciousness, judgment and blame, differences, and humanity.

This means that the NVC can affect discrimination when it can give the person the consciousness to see others beyond the right and wrong, or the differences between them as they are human beings also with needs that they want to meet, as the majority of the interviewers confirmed that. As well as that, the NVC gives the awareness people that they are discriminating and noticing self-judgments, which is the origin of this issue. However, when the person gets to connect with himself and know well his actions and feelings, and needs, then it can give the consciousness of the discriminating actions so that he can see also the others that they are not different from him as they

are human beings with needs that they want also to get met in any relationship, outside the workplace or inside it, by helping people come down to a standard set of shared needs, shared values it creates the trust it forms a connection and a great relationship and then enables people to find a way forward, as to focus more on the big image which is to reach the goal of the organization as it is the primary purpose for being together in the same place.

Moreover, other interviewers declared that it is also the responsibility of the people getting discriminated against to let others know-how and to stand up for their feelings and needs in order to make it clear and to make the acknowledgment of the discrimination actions that are happening to them but without the enemy image, as sometimes it is hard to understand the discrimination actions, or what the discriminated person feels in some situations that can be normal of the others. So, as for the NVC, it gives the ability to the person discriminated to express their feelings clearly and their needs like appreciation, respect, and collaboration. Therefore, the discriminating person listens empathically to others and gives empathy instead of judgment.

NVC invites us to notice our self-judgments; in my experience, our lack of compassion toward ourselves is often the biggest source of any issue. It makes people truly see each other as human beings with compassion, starting with each person, understanding themselves, with compassion in places where they are harsh or judgmental. (G.M)

To see others as human after the NVC training, the differences become unseen, the umbrella of human needs theory, as the NVC is a method under this umbrella. Furthermore, this theory is that all human beings have the same needs, and this theory takes away all kinds of discrimination, as we all have the same needs. However, we have different strategies to meet those needs where the problem arises. However, with my 15 years of experience in peace studies, I can be sure and guarantee that this method can delete any discrimination. (H.K.A)

Everybody has a different personality, and the ego is in it, so I try to convince them that we have an ego in our personality, but we are not the ego; you can look at it, you can be yourself, and you do not have to do what your ego dictate you, you can decide what you will do besides what you dictated from your ego or the Jackal. (J.V.K)

This means that the NVC gives awareness to people about discrimination that they are doing. Hence, it gives people to decide according to their attention even to go with it or to understand it and go with the needs level of all human beings and connect with others.

Another interviewer declared that diversity, whatever the kind it is, is a strong point and a plus for the organization and the team, as it is better to focus on diversity as a different point of view, different culture, and different mindset that can give new ideas and new perspectives of the work and to have creativity, as it is better than to focus on the discrimination level but to take it a positive point and to empower the team with it.

However, an interviewer declared, "...so to understand the power and privilege and what it means for each organization, and reflect on your work environment to observe what you are in, so to understand the organization's culture and know-how to deal with it peacefully...." (J.B)

This means that the discrimination we can take in from another perspective as it is something that exists in the organization. However, we need to understand it, be aware of it, and deal with it peacefully, as the organization has a culture that is hard to change, but instead of seeing it as a problem, we need to understand it and know how to live with it.

Question 6: As per the literature, hierarchy can be one of the barriers to organizational communication. If that is the case, how would NVC contribute to more ease?

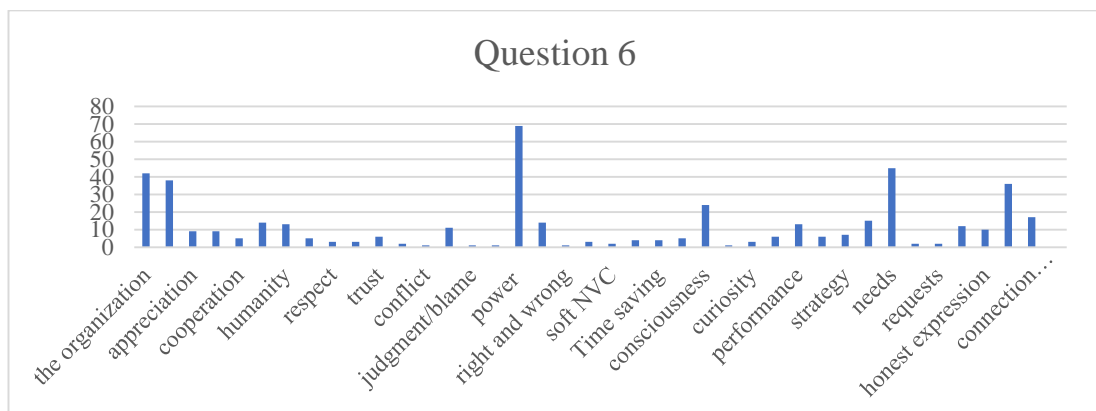


Figure 5.17. Frequencies of Codes in Question 6

The main objective here is to see how the NVC can affect the hierarchy in the organization. As the hierarchy is one of the organizational communication barriers, that can lead to a lack of connection between co-workers inside the organization. As it showed in the chart, this question is strongly related to the use of NVC in the organization, with the power, needs, and connection with others with more than 40 frequencies, which means that the use of the NVC in the organization is affecting the connection between co-workers by the power used inside it.

Most of the interviewers declared that the NVC deals with the hierarchy the same as the discrimination, as it is also a kind of it. For the organization to eliminate or decrease the hierarchy inside of it, it should be aware of it first, as to connect with self, to know its feelings and needs, and to be aware of the hierarchical problems and their consequences. The willing to deal with it, as the intention is the basic, the intention to collaborate and connect with others, then it comes the communication between the managers and the employees as both of them can see the other as a human being with needs as the same as for the self and listening empathically to each other, for the managers they are also human beings that they have more responsibilities and the fear of losing their job also if the team did not get the goal expected. The hierarchy is the most complex organizational culture that the organization can not eliminate so quickly. It is also a solid structure that the organization works with, especially in the old organizations where they work with the hierarchy for a long time.

Most of the interviewers said that in order to change the structure of the hierarchy, it is a must for the managers as well to participate in the NVC training for it to be effective in this matter because, in the issue of hierarchy, there is always the right and wrong issue which can make the information coming down but not going up as also the ego management, and the most important thing that the NVC comes up in this issue if the hierarchy is based on authority, roles and the "power," when the managers are always practicing the power over the employees, but for the NVC and what it gives is that they should have the power with the employees in order to deal with the hierarchy. However, suppose the managers refuse to be a part of the training. In that case, the NVC can affect just the employees by giving them skills to communicate better with each other and empowering them to communicate in a way that is most likely to be

heard and understood that eliminates judgments and assumptions. However, it will not change the issue of hierarchy.

Hierarchy, on the one hand, is based on authority and power and roles more than people. The other perspective is that we see it as a functional structure. So, in a functional structure, human beings have needs and a specific role. (M.C)

It is not easy to apply but easy to understand, and with practice for sure, it can decrease any conflict that comes from hierarchical impute. (H.K.A)

As the short-term cost or gain versus long-term cost or gain, the manager who does not listen and says let us just get things done, in the short run, can make things go faster than taking time to listen to their employees. Still, in the long run, if they listen to their employees, they may find ways to improve how the work is being done which will save the company money and time, to be more productive, so in the long run, if they listen to each other, they create a system that works better. (J.K.G)

To understand the environment to have the awareness and know-how to deal with it, reflect on the work environment and the situation, and create a strategy of how it will work better in this situation. (J.B)

This means that the person, if he did not get the possibility to change the whole system, should understand it and understand how it works and deal with it in a peaceful way that can let him work effectively in that environment.

An interviewer declared that the secret in the hierarchy is that it should be awareness of the role differences, which means that the managers have different responsibilities than the employees. The thing is that the managers can give the employees the feeling of being safe to express their feelings and needs, as much as for the employees to cooperate with the managers and support them as they have feelings. They may be just lonely and stressed, and in order to get to the organization's primary goal, they may find a safe way to share feelings and get needs met together for a better and clear understanding of each other and better performance. Moreover, to consider all needs, the managers, employees, department, and the whole organization, the NVC should work well in the long term. "...NVC got misunderstood by this assumption that everything is allowed. And yes, everyone's feelings and needs are important. but at the same time, we have to set boundaries to make it work...." (K.S). Means to find a common strategy that can work for both sides comfortably.

As also for the NVC training can give people the ability: *-The roles that people play in the company also have needs and want to be viewed with appreciation and benevolence. -the encounter is of equal human value on the need level. (C.A.L)*

As for the results: *It is hard in the business to deal with the hierarchical challenge, but with training, we can go step by step in that, for example, with the training in a week that we were exercising about saying no. The first barrier is the leader, and the boss says the presenter. After the training, they claim that they are more relaxed and do not feel stressed or depressed, they also claimed they learned how not to demand others or use their power over them in the workplace, so I also learned to trust others and not to check them all the time, so I had the time to do others things. (E.G)*

Question 7: As per the literature, nonverbal communication can lead to misunderstandings between colleagues. In that case, how can the NVC training be a guide for effective nonverbal communication in organizations?

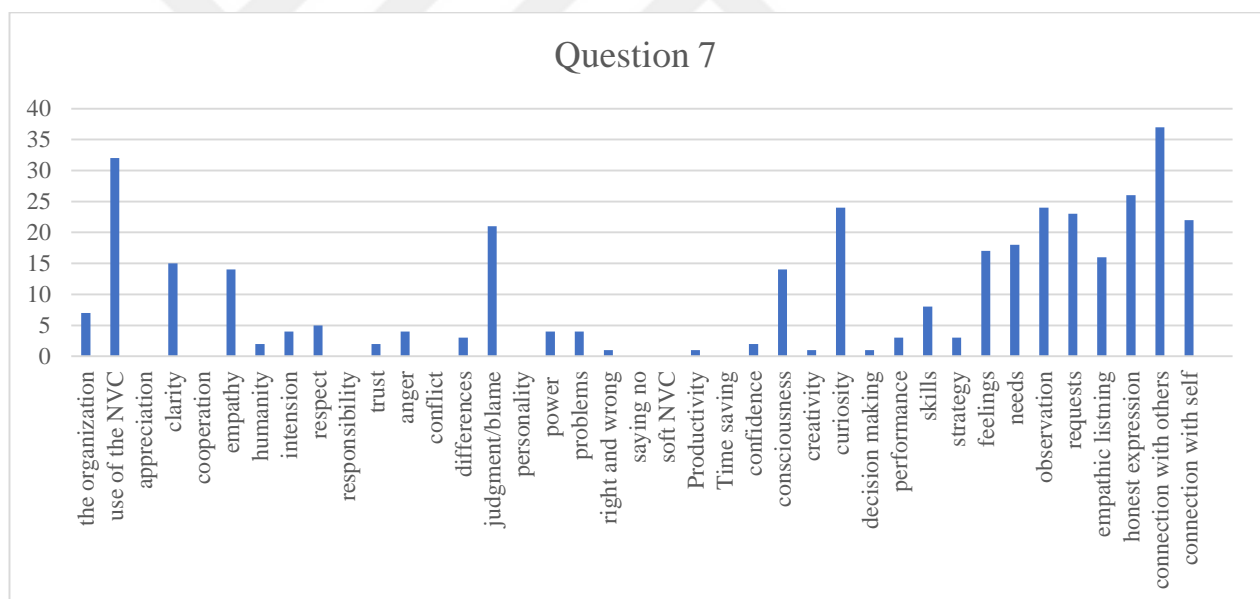


Figure 5.18. Frequencies of Codes in Question 7

Question 7 is related to nonverbal communication. As it showed in the chart, it has a relationship with some codes in strong frequencies, like NVC, connection with others, honest expression, curiosity, and observation. This means that the NVC can affect nonverbal communication through curiosity, observation, and requests to have the best connection with others.

Most of the interviewers said that the first thing that can make things clear in nonverbal communication in situations that can be a block for connection is the observation so that the person observes the actions and is curious about them, and then make a request to the others about what he saw and what it feels and asking for an explanation, to make things clear, without blaming or judging, to be curious about others' needs, and empathic listening as to give silent empathy to them, as well as not to take thing personally, when the other person gives negative signals, what the NVC can teach is to guess silently and see the needs behind the actions without blaming, judging, or taking it personally, which gives the situation a chance to be more transparent and open. So the other can see the openness in the nonverbal communication.

Some interviewers declared that the NVC training could give people the awareness ability to connect with themselves by noticing their feelings which gives them a good indicator of how their nonverbal communication is likely to land at the moment, so it gives the ability to shift their emotions and match the verbal and nonverbal communication of them in order to give the right and clear signals to the other person to understand well and right what is going on. So, it gives a strategy of what to do in different situations to connect to others. However, for sure, the intention to connect is what makes the person make an effort to make things clear and match the verbal and nonverbal communication with others.

So, we are talking about colleagues trying to figure out what allows you to take to great set of connection which resolves the greatest productivity of the organization. (J.K.G)

The four steps and the "jackal-show" can help in the verification process to translate non-verbal communication: what did I perceive? Which "head cinema" (wolf show/thoughts) do I have for it? What physical reaction is triggered because I crave something? Do I have a request for myself or others? (C.A.L)

Question 8: Do you think NVC training can affect organizational culture?

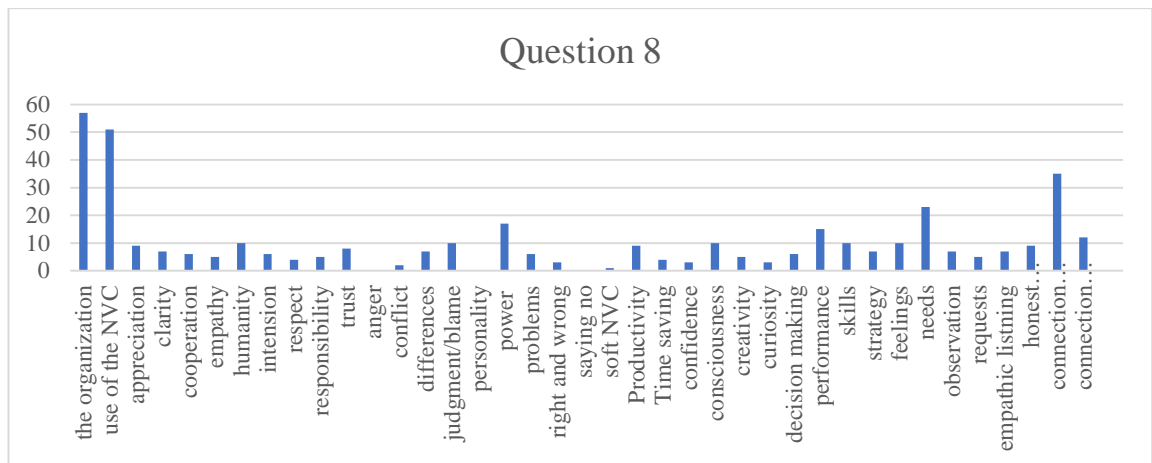


Figure 5.19. Frequencies of Codes in Question 8

The organizational culture is one of the most potent aspects affecting communication. As we can see in the chart, the NVC affects it in a way that can also affect the connection with others.

As most of the interviewers declared, using the NVC's four steps is a beginning for the organization to change its culture; observing and talking about feelings and needs is a start for organizational communication, which is the primary culture of the organization. The NVC also benefits from changing the hierarchical organizational culture, even in the long term. First, however, the organization starts to use leadership to share power with the employees.

Moreover, some of the interviewers said that it is hard to change the organizational culture, as it is dependent on some factors like appreciation, "*Organizational culture is difficult to change. So, one of the things that I have found is that the fastest and easiest way to influence organizational culture is to start including appreciation as part of meetings interactions*" (G.M)

Another factor is the level of commitment to the NVC in the organization.

If the leadership is committed to using nonviolent communication as a basic attitude and basing the whole organization culture on it, then it can change the whole organizations'. And then, if I am an employee, and I am committed to it, I can change the small bits and pieces around me, it is still possible, but

it is not going to change the whole culture. So, it depends on which level of organization the commitment is. (I.B)

In addition, another factor is intention. For example, suppose the organization has the intention to change its culture. In that case, the NVC training can help with it, as in the beginning, they understand the weakness or the issues they have, that they come up with and adopt the NVC to find new ways and strategies to go with the organization in the different level; as the essential thing is the consciousness and the wellness, then the organizational culture can be changed.

Others declared that by using the NVC in the organization, the most significant change that can happen in their organizational culture is that the employees will have the freedom and the courage to act as they are without fear of punishments, so they have the trust, the courage, respect and then it creates the creativity among the people working in the organization. As a result, productivity is also based on quality relationships. It is mentioned that psychological safety inside the organization is the most critical factor for team's effectiveness in the organization.

It turns out that this psychological safety was far by far the most important factor in how effective teams were, the results, and teams' performance. I believe that nonviolent communication, psychology, and psychological safety have a lot to do with each other. (M.V.M)

To change the culture takes a long time because that is how people behave is how they were brought up, because their patterns that, okay, so we tried to do to bring that cultural change is, on the one hand, we work bottom-up, that means we work with the employees at the bottom of the hierarchy, you could say it directly in different levels, and we teach them just collaboration skills between colleagues and clients, sometimes, or suppliers, right, mostly colleagues and clients, and a bid with their manager. And then comes a top-down approach changing the culture. (M.C.)

Others see that feedback, which is also very important in organizations. to learn to keep learning as an organization. Also, being transparent and having a good relationship. is another essential item in organizational culture.

An interviewer declared that the system level is fundamental for the NVC to change the culture in the organization; which for example, one system is the way we organize to carry out specific tasks, means the way we make the decisions together in the

organization, so NVC helps to become more aware of what are the values, the needs that those systems are designed to address, they can help us to create. So designing systems that better meet everyone's needs will support a different kind of behavior, significantly impacting organizational culture.

Question 9: Considering before and after the NVC training, what are your findings in terms of people in organizations' working performance?

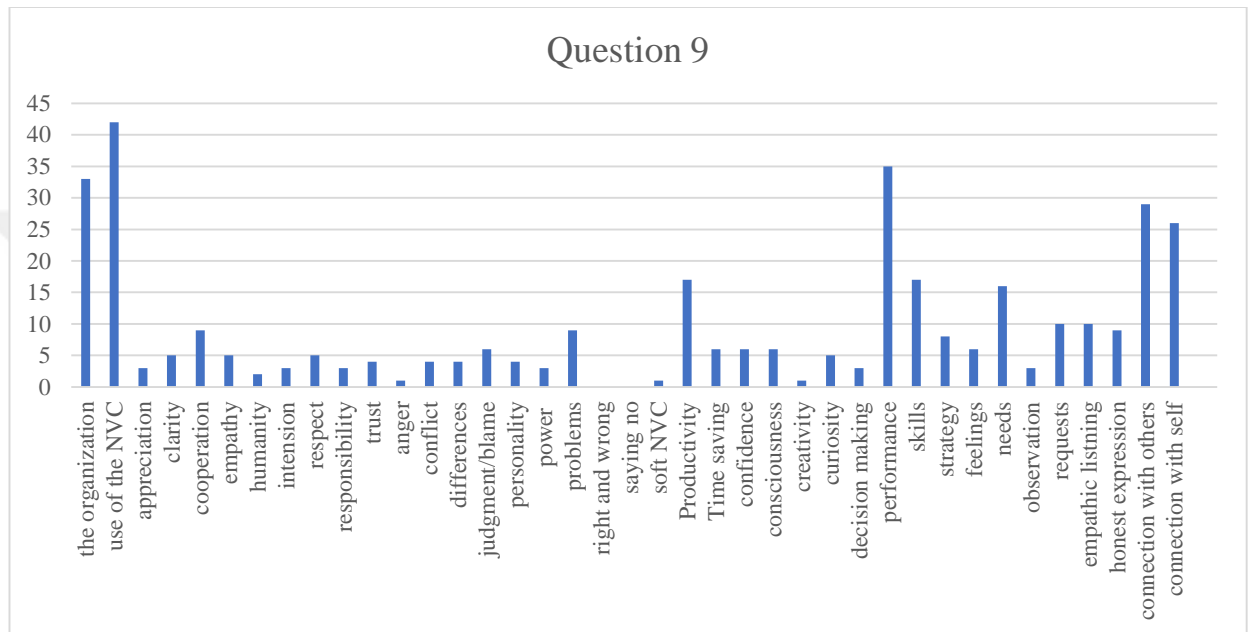


Figure 5.20. Frequencies of Codes in Question 9

This question is about the operational performance of the people working in the organization and how it gets affected by the NVC. It is apparent in the chart that this question is related to performance, productivity, and connection with others.

Interviewers declared that clear communication and collaboration are essential for an efficient connection of the team in the workplace with the commitment and support for each other, as it leaves no time to lose on conflicts; in other words, it is a time-saving for co-workers and the organization, so it is a benefit for the performance of the co-workers as the important one is the intension to take the training, in order to communicate better.

Others say that the NVC training in order to be effective, the whole company should participate in the training because it will be more connected with all, and they will understand each other with the new language that the NVC will give, as the trainees will not struggle with the non-ones and lose time in order to communicate. Also, in the purpose for all the people working in the organization to benefit from the skills that the NVC training can provide, they work better they understand how they deal in situations better, and how to request in a way that they respect the others feelings and needs and collaborate and help each other to improve self-skills for all of the team, also efficiency and the health of everybody in the organization. Hence, it helps with the procedure of the work and better in finding ways to achieve the organization's goal.

Some of the skills that they can get from the NVC training that can help in the working performance are better listeners, they hear each other's needs, as also they are honestly expressing, the ability to make decisions; they hear what is inside them and their own needs, so the connection with self to get better, as they do not take things personally and react in situations of blaming and criticizing, increase self-respect and self-value as self-confidence and self-compassion, as well as to balance between the personal life and the professional life,

As an example of the effect of the NVC training on the performance of the trainees, one of the trainer's interviewers declared.

After the training, he was able to share his problem, and there is a big improvement in his working performance, so he started to be able to focus for a long time in training and expressing honestly about his problems and being outside his comfort zone, he is listening empathically and carefully without moving or leaving as he was doing this before, he starts to ask for help about his challenges with colleges so to improve his communication skills with others. (H.O)

You cannot measure it because you find the different performance of people depending on their well-being, also about the personality of people. (H.M)

Quote from a director after NVC training:

For everybody who thinks "this is a piece of cake: read this testimonial. The training in Nonviolent Communication from J.V.K. is loving pruning hard. Moreover, it is so very effective and quickly usable in daily practice. My language changed by getting into a conversation with Jan, and even my way

of looking at things changed. One of the few training I can say: 'This one has an impact.' This training is suitable for anyone who wants to get rid of 'I think' and can cope with humor. (H.H., director of HDI, Netherlands)

So, if it is a continuous process for the trainee to keep practicing the NVC in his life, personal or professional, it can give better results for this performance. (J.B)

It helps people to experience less stress. So maybe the surroundings are still the same, but they have a better way of dealing with it internally, and also the aliveness. (M.V.M)

The performance of an organization is directly linked to the quality of its processes and communication charts. Therefore, the NVC training should let us (team members) work with defined milestones that direct us and the whole organization to the best performances. (A.E)

As I do training for the police force, and as I cannot measure the improvement of people's performance, I can see the spread of the NVC as a request from people, they are happy with it, and they want to practice it more and more, after the training yes you see a group they are passionate about it and to work with it, other groups are not passionate enough to integrate it in the workplace, and other groups are not even willing to practice it, so there is difference between people, and it is a work of years and practice of years to see the real difference. (E.D)

Question 10: How do you think NVC would make a difference as a communication tool in the organization?

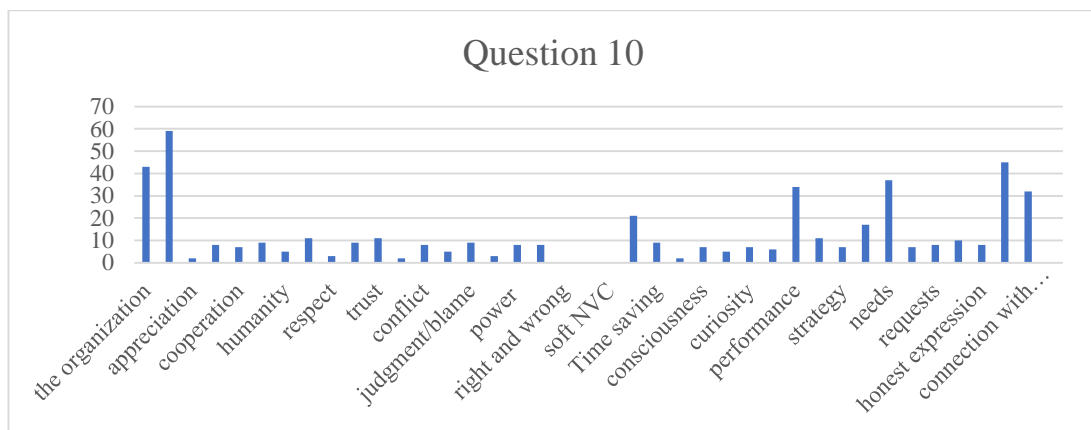


Figure 5.21. Frequencies of Codes in Question 10

This question is a direct one for our research, it is related to the benefit of the NVC training on the organization as a communication tool that they can adopt instead of the traditional ones, and as in the chart, it is related to almost all of the codes found in the research. The most frequent ones with more than 30 frequencies are connected with

others, needs, and performance without the essential codes, such as NVC and organization.

Most of the interviewees mentioned that the benefits of the NVC training on the organization and people working in it are cameras, which give co-workers the ability to an effective communicate as they do not take things and actions of others personally which prevents conflicts and misunderstandings in the workplace as also they can use it in the daily life at home, so it benefits the personal and the professional life, it also gives the ability to express feelings and needs honestly as well as to listen empathically, which is the essential things in communication.

In addition, it gives energy and enthusiasm. It increases the clarity of communication and a sense of trust and empathy toward self and others, leading to better relationships, inside the organization and outside it, with co-workers and with suppliers and customers. Also, they get faster resolution of issues as solving problem skills any time as the stressed situation, especially in the organization like hospitals, army, and others when they always live in stress; it is also recognized in hierarchical organizations which affect a general view when the communication between managers and employees changes to be better. Their relationship becomes more robust as a result of the change of organizational culture from blame to curiosity to understanding the others, which means a better and more functional one that can make the people working in the organization feels motivated, confident, safe, creative as well more relaxed and happier, so it gives the feeling of being more active alive and productive in the workplace. Moreover, it is a time saving for the organization as the co-workers do not waste time anymore on conflicts, they communicate better, so the job gets effectively quicker,

I generally think NVC is an amazing framework for understanding life and forget engaging with life. It is hard. Because it is not just a set of tools, like how to do things, it is a whole way of living and being its spirituality; it is an ontology. Thus, diving into NVC can be hugely transformative. It can also be quite scary. So, it is, I think, if an organization sort of embraces NVC and makes it part of its process, it can be amazingly transformative, but it can still be helpful even if you have only one training. (N.H)

It can bring back, I think, a lot of the joy in the work, even in repetitive tasks, I think when we see the deeper needs underneath of why we are doing, or how

we could do it differently to meet our needs better. That in itself is more fulfilling and brings more joy. (D.D)

For this question, it is more related to all the questions in the research, which concludes all of them as it is a direct question, as a result of the other previous questions, which the NVC training how it affects people working in the organization in 3 levels: personal, interpersonal, organizational challenges and the performance.

In addition to supporting this question, one of the interviewers provided us with statistical results and feedback on the training given to an organization.

Program content: Observation / Feeling / Need / Request and the factors that create violence, meeting with the language of need.

The program was every Saturday between 10:00 and 13:00 for 12 hours for four weeks. Below are the points distributions and answers from our participants who filled out the feedback forms based on voluntary participation at the end of the program. Eight of the participants filled out the feedback forms. These eight people are also unit managers with engineering education.

5.6. Additional Data

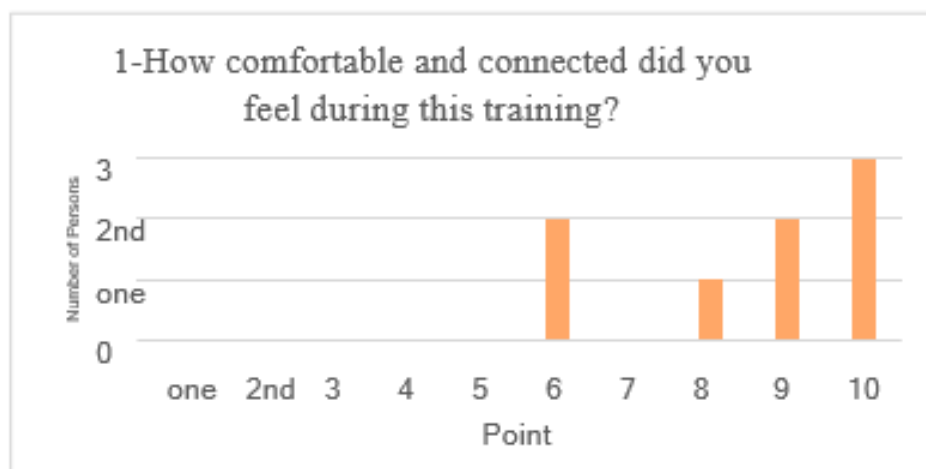


Figure 5.22. Question 1 Results of Trainees' Satisfaction

This means that the participants are satisfied with the training as they feel connected and they, understand the content of it, and feel comfortable to be in it.

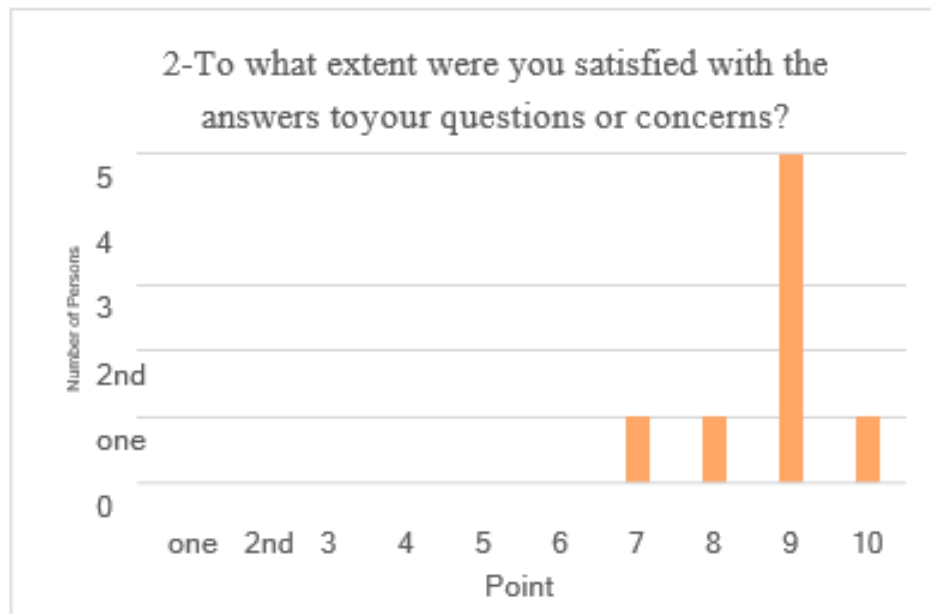


Figure 5.23. Question 2 Results of Trainees' Satisfaction

This question as it showed the satisfaction of the trainees with the answers that were provided by the trainer for their questions about the NVC training, and all that is related to their concerns. And it seems that they are very satisfied with it, as all of the trainees, rate it above the seven on 10.

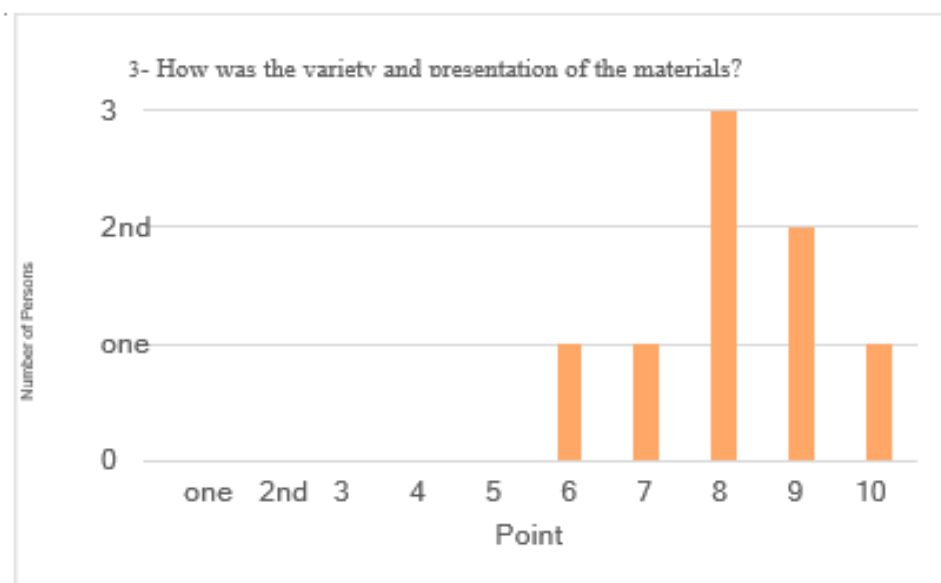


Figure 5.24. Question 3 Results of Trainees' Satisfaction

As it shows in this chart, it presents the satisfaction of the trainees about the materiel worked on the training, and they are very satisfied as they rank it more than 6.

4- What, if any, did the facilitator do or say that contributes to your comfort?

Not allowing anyone to interrupt while speaking.

The workshop, the language used throughout the training, the shared training notes, the absence of judgment and criticism, and the creation of a space for everyone to express themselves contributed to my feeling of comfort.

formal education

5- What were you particularly dissatisfied with? (Can you write it as Observation Only?)

There is no subject that I am not satisfied with

There was not anything I was not happy with.

In group work, I sometimes had a hard time understanding what to do.

An example is good beforehand.

I am delighted with this situation as what I have learned meets my learning needs. I think my perspective and awareness have changed, which makes me feel satisfied. However, I am also uneasy because the subjects I have noticed are distasteful.

6-What can be improved?

I think some examples could be more straightforward and shorter

If a little more daily life is quoted, it can be very effective in helping the participants focus

Example before group work

Resources can be increased

Examples, videos can be diversified

7- With what feelings do you leave this training? Which of your needs were met?

I am leaving with more understanding of myself. Connectivity, collaboration, trust. Participatory, Satisfied, inspired, and optimistic feelings / My needs for learning, connection, inclusion, community, and expression are met.

Enthusiastic, Satisfied, Refreshed

It is gratifying to learn that it is essential to understand your own and the other person's feelings and needs.

I leave this training with positive emotions. My adventure needs for learning, meaning, expression, play, collaboration, assertiveness, and exploration are met.

Empathy - Mindfulness - Connection

I leave this training with free, satisfied, sincere, uneasy, and shaken feelings. My learning, inspiration, and contribution needs were met.

8- What did you like the most? (Can you write it as Observation Only?)

Being able to express myself comfortably.

Identify feelings and needs; everything was fine.

The opportunity to chat in the opposite rooms and to watch the speaker's facial expressions while describing their current feelings.

There were also excellent studies in the case studies.

Good preparation, content, workshop language, established.

Connection Trainers' completion - analysis and observations – reactions

dialogue games and exercises.

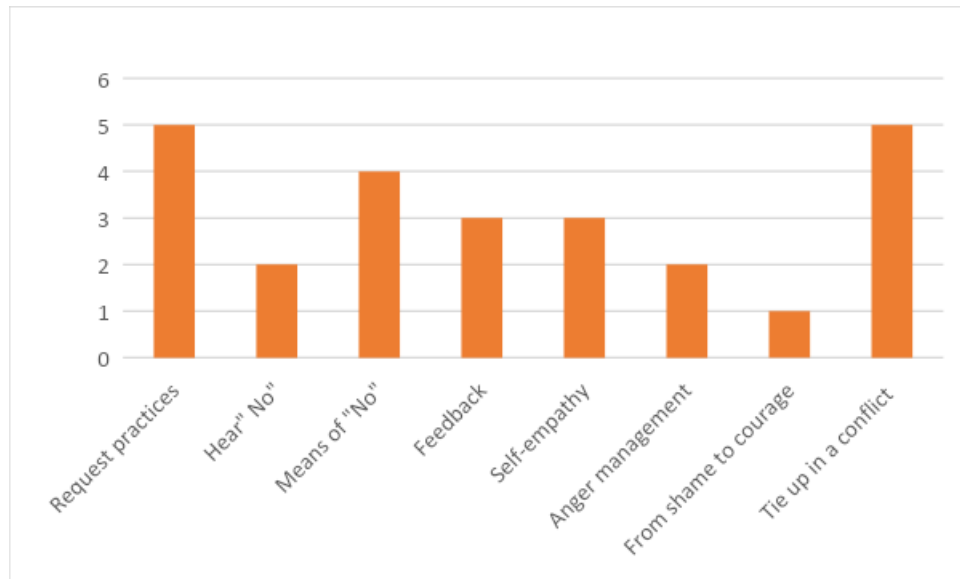


Figure 5.25. Request Practices of Trainees

In the chart, it showed how the trainees like to take action on, as they want to practice more the request practices, how to deal with conflicts and the meaning of no, as well as the others, the feedback, hearing no, self-empathy, anger management, and to be courageous. All of them mean that the trainees want to practice the NVC more in daily life, in the workplace, or in personal life, as much as they vote for specific practices to do more new habitual actions.

Moreover, as it showed in this document and the answers of the participants in the training, there is an intense satisfaction of the training when the participants learn much and get skills that help them in daily life as well as in the workplace and as they express their learnings with honesty that can show us how was the training beneficial for them, and how it helps them to connect with their selves also with their colleagues. Also, how it affects them and how it was eye-opening for them to this new language that makes their life easier and workplace manageable to deal with in stressful times, as they are managers and have more responsibilities as more stress in their workplace. Therefore, they left the training with positive energy full of energetic vibes that can make them more optimistic and fresher as well as creative and inspired, more willing to work more on their behavior and what they started in the NVC training, and willing to connect and collaborate in the workplace with an open heart, honest expressing and empathic listening.

5.7. Soft Nonviolent Communication

For the soft NVC, it is how they called some people the NVC as a soft skill, as in the workplace. Especially in the organizations where the coworkers are not familiar with sharing feelings, like police, army, hospital, and others like these organizations, when they get to do the first sessions of NVC training and as they get to understand it is for the NVC to connect practically, the second step is to share feelings with college, so they reject it as a soft skill and inappropriate, or it is unsuitable for the colleges in the workplace to do so.

So, I asked the interviewers, apart from the essential questions above, about how they deal with this situation and what they could suggest for this issue if the trainees did not accept it.

People in general. Do not talk about feelings at work; I recommend people be aware of their feelings and use that to guide their choices. Speak in terms of facts, observations, and needs. The times that people want to comment on emotion are most likely when people are experiencing a negative emotion, and if people are going to talk about that, I recommend that they largely stick to the word "concerned". (G.M)

So, the secret is to choose the right word to explain what is going on inside; for feelings, it is more professional to mention the word "concerned" than to explain feelings like an upset.

Others declared that the NVC is not a soft skill as people get. However, it is a direct way to communicate so that they can be professional and direct in the workplace, and it is just a matter of how they can make the request in a respectful way for others' feelings and needs.

It is a matter of using words as for the NVC we can use both loves and connecting from heart to heart, as also we can use the words compassion and empathy, so in the workplace where it is not professional to use specific terms, as it is so easy for it to make it clear in a different way where it can be appropriate and professional, to connect with empathy is essential in NVC training.

Others declared that if the manager says it, "The NVC seems so soft for me to apply in organization." Then it can be changed a bit if it is customary in NVC to talk about feelings, so it can always connect the feeling to a need. Then it is a connection. Finally, it can change by calling compassionate communication and a passion for communication. So, passion and needs are recognized in organizational culture; people are passionate about progress, making results, and collaborating powerfully. Furthermore, these are all the needs that can be zoomed in and recognizable in an organizational language.

I think convincing is not part of the consciousness of nonviolent communication. When convincing someone, it is like saying, "my truth is more valuable than your truth." So, I think it is more helpful to empathize with the other person about their world. And usually, when you do that, then they might be open. (M.V.M)

This means that if a person refuses to use the NVC as it seems to him so soft to be used in the professional world, we can be empathic with him and leave him with his choice without any action and that it can show him that the NVC is not about talking, but also about acting toward others without talking but just giving empathy.

This is the judgment in their head, "communication is a soft skill. I do not need this" this is only a thought, but when they really experience, they see how NVC can help support their life, then they are happy. (S.B)

Moreover, this is a way also to deal with situations like this when others give the judgment about the NVC as a soft skill, when the trainer can express clearly to them about it, in a way that opens their eyes to the truth of the NVC as a method of communication, as a new language, not just a way of talking with feelings, it is more than that. They can experience it and understand it better.

NVC is not about softy, nicely. You can bring your vulnerability, but your vulnerability can be very bad. If I use the other person's energy, I match their energy. So, it does not mean everybody's soft and sweet. And talking about their emotions all the time. It means you can be real and honest. (C.B)

This means that even in the NVC, it is not all the time talking about feelings, but it is just talking about the needs as real and in an honest way. Then you cannot be soft or

emotional; it is a matter of choosing the place and words. As others also said in the same way that in the NVC, you could be wonderfully angry in a nonviolent way.

In another perspective of this matter, an interviewer declared that people who see the NVC as a soft skill understand that using it in the workplace can make the relationship between them softer, especially the managers. They can be seen as weak if they talk about feelings or if they are closed to employees, so they use the hierarchy a power over people to make things done, but what they cannot see is that using the NVC is a powerful thing to communicate effectively so for the employees to listen better and understand better. As a result, to get the job done effectively faster, without losing time to redoing the job or explaining more or getting into misunderstandings and conflicts because of the low connection between them. As a result, a good relationship is built by good communication.

5.8. Discussion

According to the findings and compared to the literature review that has been found in the first chapter of our research, we can say that there are similarities between them, as most of the findings have been confirming what we had in the literature review. Using the components of the NVC, which are observation, feelings, needs, and requests, with honest expression as well as empathic listening, is an effective method for organizations on many levels. First, the effective connection between its workers, with good motivation for them to be comfortable in the workplace with high quality of cooperation, respect, clarity, empathy, trust, and humanity, since people become responsible for their own actions as well as their own feelings, when they accept the differences between them and others without any judgment or blame, as well as the capacity to deal with the problems and anger issues. In addition, in our research, we explain the differences between the power over and the power within a way to use the power as a power with workers for a compelling connection between them. With all these characteristics that have been found in the literature review as well as confirmed in our findings, the NVC is proved to be a communication method that provides the person with the confidence and skills to be productive in the workplace as well as for the organization to increase its performance.

For the differences that have been recognized, comparing the literature review with the findings, first, is that in the literature review, it has been announced that the use of the NVC in the workplace is too soft to be professional, and the employees rejected it because they do not want to share their feelings as they think, it is not appropriate. However, as we found out in the interviews conducted with the trainers, the use of the NVC can be professional if the employees know how to choose the right words to describe their feelings with words like “concerned” to avoid any kind of non-professionalism. On the other hand, the literature review showed that the NVC could not be effective when conflicts are severe between workers, but in the findings, it was obvious that the NVC is a great communication method to deal with every kind of issues, since it can make the person understand themselves as well as the other and the needs of both.

Moreover, the data gave more than what the literature provided in our research on the NVC in organizations. We found, the NVC is a communication tool that may provide ways to deal with any situation that can disconnect people from each other in an effective peaceful way, like discrimination, hierarchy, nonverbal communication, and organizational culture.

To connect with the self, the person can benefit from the nonviolent communication training himself then to connect with others, and that it is the achievement that the NVC can provide for the individuals, as it can work on any kind of personality. However, the NVC cannot be effective with people who have a psychological disorder, as well as with people who do not have the intention to communicate with others from the beginning. In addition, the NVC can give curiosity to people to know their feelings and needs as well to know others, to appreciate each other, to have that consciousness of their actions, reactions, feelings, and needs. It also helps with creativity, decision-making skills, and other skills that can empower their personalities. It is also a way to save the organization from conflicts and lack of understanding and connection. As we can see that our data in the research gives more value as well as more specific aspects that nonviolent communication can and may provide for the organization in terms of the personal level of its workers, as well as the interpersonal level. It also includes some great views of the organizational challenges, whereas the literature review comes

out only with the problems but not how to deal with them. And as the NVC is a communication tool that may provide ways to deal with any situation that can disconnect people from each other in an effective peaceful way, like discrimination, hierarchy, nonverbal communication, and organizational culture.

5.9. Summary

To sum up, in the result chapter, we found different inputs in our research; as for the first step, codes had been recognized in the documents, which they defined the most aspects that all the interviewers mentioned repetitively or declared as an essential element in specific content, 39 codes are founded in the 26 documents of the interviews that have been conducted with different people all over the world, from different countries, so different mindset and culture, as it gives the diversity for our research as different views of the subject that we are treating.

First, it has been explained about the codes founded and what are they and what they mean, as well as what is their relationship with our research and how much they were frequent in the documents, as it gives their importance for our founding and what is their relationship with each other when that indicate us how much our results are combined and goes in the same direction when the second step was to group the codes for a better understanding as well as to simplify them for a better up view of the results.

In summary, we found that the organization and the use of NVC are the principal codes and characteristics that can define our results for our research as what changes or effects of the NVC on the organization?

Code Co-occurrence Model

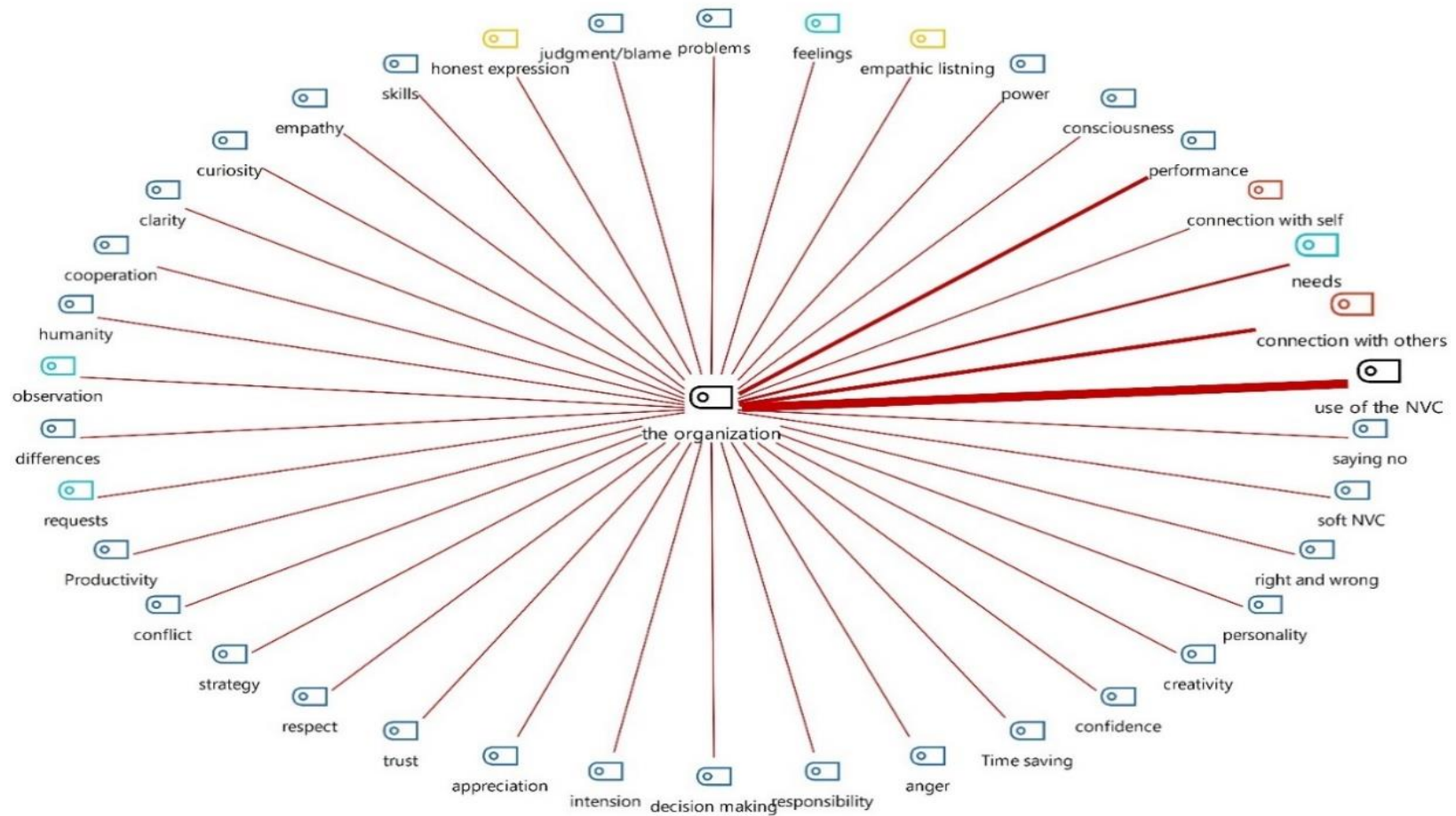


Figure 5.26. Code Co-occurrence Model

As we can see in this co-occurrence code model, the main code is the organization. Therefore, we want to see what effect the most the organization and what are the codes that are related to it the most, so as the organization has a strong relationship with the use of NVC, the other ones that are the strongest related to it are the connection with others, needs, and performance.

What we can summarize from all of this and as well from the map above is that the organization gets affected by the use of NVC when the people working in the organization get the training so they can understand and be aware of their needs, which makes them have a strong relationship with others, co-workers or managers, and this is the primary purpose of the NVC in the organization, is to get the person a strong connection with others, and this is what it ends up with perfect performance for the person in the organization, as well the excellent performance of the organization in whole.

As a great addition to our research, some of the interviewers provided us with essential documents that show the statistics and results of NVC training provided to companies by the trainers or company of the NVC community moreover, as it showed that the satisfaction of the trainees, as well as the organizations, in term of efficiency and performance that was increased after the training, and how that affected the people working in the organization as well as the organization itself.

NVC offers the opportunity to change our behaviors in the workplace and make them more effective in terms of respect and effectiveness. Changes in communication habits and the development of empathic connections are often required when implementing NVC into your organization. They become more integrated over time. It is not easy to learn, and it is not a quick fix, but it does work. Because of our conditioned behaviors, this text explains how it is difficult to put into practice and comprehend. The article will explain how empathy and care increase workplace productivity. The article will also use examples from that study to support their cases, such as how empathy and care improved team members' work and teamwork in general ("Impact of NVC in Business," 2013)

As we can see in this research that was conducted by the agency of the trainers and what they get in results they did with companies that they worked with, as before and after the training, and what kind of changes that happened in the organization, and it showed and also confirmed what we found in our research that the NVC training is beneficial for the organizations in term of efficiency and performance of the people working in it in terms of skills that they got. Their satisfaction from the training, as well for the whole organization in terms of performance, saving time as the reduction of meetings also needed as reduction of problems and time spent on them.

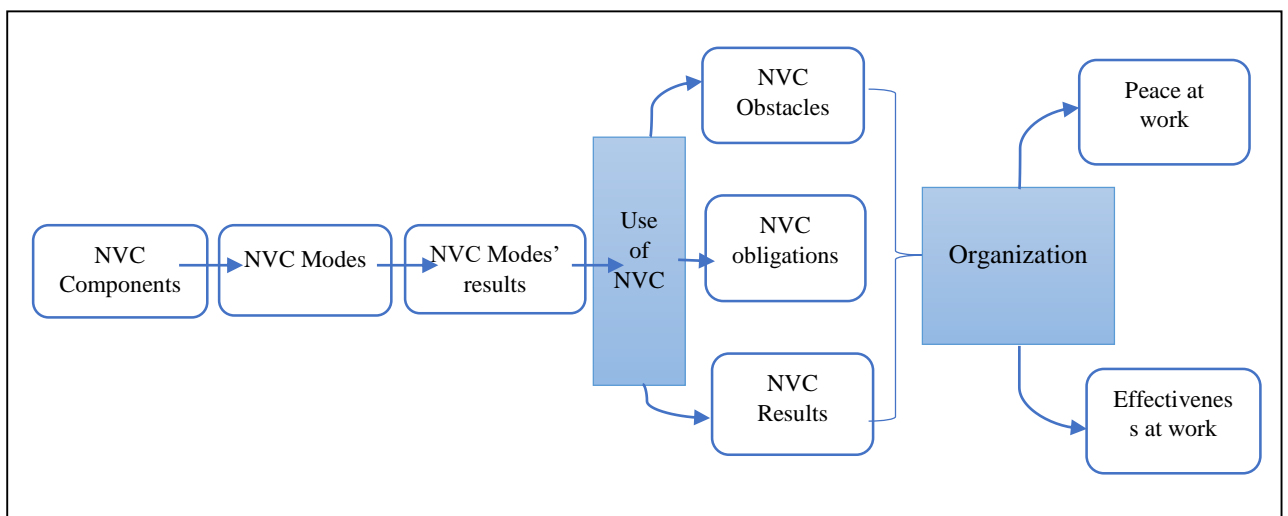


Figure 5.27. Conclusion of Research Schematic

This figure shows all the research, what it is about, and the conclusion of the results found.

From the first step that is the components which affect all of the next steps till the final results, which are the peace and effectiveness in organizations.

CHAPTER VI

CONCLUSION

The main aim of this research is to find how the NVC training can affect the organization and in which way and the aspects that can be affected by the NVC.

After the interviews that were conducted with professional trainers of NVC, that they provide the training for individuals as well as organizations, and after some research documents and statistics that were provided from the interviewers about the satisfaction of the trainees that they took the training, and their observations about the training and how it affected them, we conclude the results of our research in these steps for a better understanding of the process.

At first, the NVC has four critical components, observation, feeling, needs, and requests; they are the essential components of our study if the trainers get well to understand and train how to differentiate between observation and interpretation and how to be aware of self-feeling, also to have an awareness of own needs, as well to come up with requests, not demands, so all of these gives the person-specific skills that help him for better honest expression to self needs and feeling in an in a respectful and honorable way, as well as to learn how to listen empathically, which is an essential element in modes of NVC, as most people get in conflicts because they do not know how to listen empathically to self as well as to others. All of this contributes to modes' results which are the connection with self, as the person gets in a deep and practical connection with himself, moreover the connection with others, which is the significant title of the NVC, as the great purpose for the NVC training in organizations, to build the functional relationships between coworkers. All of these aspects build the NVC, as to use the NVC for the aim to connect with self and others.

We found different criteria that are a must, where the obstacles of the NVC are this next aspect that should not be existing, or they are blocks for the NVC when in the NVC there is no right or wrong, it is always differentiation of strategies to meet the exact universal human being needs, for personality as if a person has a psychological disorder, it cannot be resolved with the NVC, as the NVC also can be effective with this situation. Differences are announced in the way when people discriminate or have different cultures, different strategies, as well as different responsibilities in a hierarchical way, which here can be a barrier to effective communication; we did observe also hearing no or saying it can also be an obstacle, as well as problems, conflicts, judgment or blame, anger, power as in NVC defined power over can be an obstacle, as well as they mentioned about people not accepting the concept of NVC as they see it a soft skill that is not appropriate in organizations. However, trainers declared that to avoid this situation, for the NVC to be professional in organizations, we cannot talk about feelings but think of them as they are a step to understanding our needs. In order to express feelings, the word "concerned" is the one appropriate to be used in the workplace.

As in the NVC or these obstacles can be treated with NVC with some other criteria that are obligations in NVC for better communication and better results of the NVC training, which are very important, respect, appreciation, clarity, trust, cooperation, are most valuable aspects in the NVC that they should exist for effective nonviolent communication, as for the first one which is the intention when if there is no intention to connect with others then there is no connection at all then the NVC will not work in this case, as well as people should see others as humans that they have the exact needs as them in order to delete any discrimination or hierarchical problems in the organizational communication, also as they should take responsibility for their actions and their feelings, as they should not take things and actions of other personally, but to be aware that their feelings and needs first.

As a result, all of this, and what can the NVC gives is create curiosity to people to know each other and to understand each other better way, gives them confidence and boldness to the trainees to speak up about their feelings and needs, as well as the consciousness of their feelings and needs also as their actions, in addition, it gives skills like decision making, creativity, and problem-solving skills. Moreover, it is a

critical method to develop the performance of the organization as a whole as well as increasing the productivity of people working in the organization, without forgetting that it is a very effective way of time saving that can reduce wasting time on conflicts, unnecessary meetings and get the job done quicker with more understanding of the goal as well as fluency of the process.

Finally, all of these criteria mentioned above, that the NVC training gives the possibility of affording to the organizations as a communication method adopted in their organizational communication, as well as the possibility to be seen as a benefit for the organizations in two main aspects, first, the effectiveness, as the cooperation, clarity, confidence, curiosity, decision making, performance, productivity, strategy, consciousness, creativity, time-saving and skills, all of these can contribute to the effectiveness of people working in the organization. Second, peace in the workplace, which the respect, intentions, appreciation, responsibility, empathy, humanity, trust, power, no anger, no conflicts, no problem, no judgment or blame, dealing with no and differences in a human eye, all of these aspects contribute to peace in the workplace.

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