



## Effective communication: Signs, factors, procedural characteristics

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**Abstract.** Scientific substantiation of the factors, as well as procedural and effective characteristics of effective communication, allows overcoming the contradictions between the content and form that arise in modern communication, and thus helps to reduce the elevated level of conflict, which is the greatest burden of large and small social groups. That is why the purpose of the study was to identify the features of effective communication to improve the quality of communication as a basis for optimising social interaction and developing interpersonal relationships. The methods employed in this study included thematic analysis, conceptual analysis, synthesis, abstraction, and modelling. A theoretical analysis of the conceptual provisions on effective communication was performed. It was found that the effectiveness of communication is determined by the abilities, qualities, and communication skills of the subjects of communication, congruence, and empathy, which are manifested in their communication behaviour. It was found that effective communication helps to achieve mutual understanding of interlocutors, convergence of their psychological positions, determines the mutual development of communication subjects, serves as the basis for normalising the mental state of representatives of social groups, ensures positive group dynamics, and the development of constructive strategies for interpersonal interaction. The findings of scientific research on external factors of effective communication were summarised. It was found that a strong level of communication effectiveness is manifested in those situations of social interaction characterised by stability, predictability, and a prominent degree of certainty. Effective communication is one of the features of those social groups characterised by a strong level of cohesion, clarity of the role structure, and the presence of jointly developed values that define the organisational culture. The practical significance of this study lies in the possibility of considering the findings in the practice of professional communication of psychologists, social workers, teachers, managers, civil servants, and healthcare professionals; their application in determining the causes of destructive conflicts in interpersonal relationships and group interaction, identifying ways to prevent them

**Keywords:** empathy; congruence; communication skills; communication situation; quality of communication

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## Introduction

A feature of modern communication lies in the active use of information and communication technologies. In the digital era, communication is driven by values formed based on mass culture, scientific achievements, and the introduction of technical means. The development of technologies helps to expand the range of communication channels, simplifies the establishment of contacts, and overcomes spatial restrictions. At the same time, it leads to contradictions between the form and content; the means and depth of communication; the volume of messages and the ability of recipients to decode them adequately. Disagreements cause conflicts and increase social tension. The global burden caused by the growth of conflict is increasing in all countries, especially in Ukraine during the war. All the above necessitates the investigation of effective communication, which contributes to the normalisation of the mental state of various segments of the population and is a condition for enhancing social interaction.

The issue of effective communication is widely covered in science. The effectiveness of communication is interpreted from the standpoint of social and role relations. L. Orban-Lembryk & I. Oros (2021) associated the significance of communication with the establishment of contacts in business interaction, which is characterised by mutual changes in the socio-psychological situation, values, and intentions of participants. This is conditioned by the development of a common goal, as well as the motivation to achieve the outcome. The researchers of the above-mentioned study defined the key indicators of the effectiveness of business communication as follows: satisfaction with communication, relationships, negotiation competence, cooperation, communication skills, and rapprochement of partners. Supporting the significance of these conclusions, the author of the present study is inclined to argue that the interpretation of the signs of effective communication should also consider situations in which the positions of the subjects on important issues

of interaction diverge, which may cause dissatisfaction of the participants with the communication process.

L. Kalmykova *et al.* (2020) considered the problem of reasonable communication, which is close in nature to effective communication. The researchers associated the solution with internal speech, which is a mechanism of internal programming of the statement and its disclosure in the external manifestation of the sender, as well as perception and understanding by the recipient. The clarity of the internal speech programme and its understanding in the recipient's listening are the basis for the development of a coherent, holistic message and feedback. T. Marbun *et al.* (2023) concluded that effective communication is not limited to the exchange of information – it involves the ability to understand the emotional context of the message, the communicator's intentions, adequate decoding and feedback; it is based on the subjectivity of the participants and openness. Thus, mutual understanding and partnership are vital features of effective communication.

E. Donovan *et al.* (2021) substantiated the principles of an effective communicator: variability of the message volume; use of verbal and non-verbal means; consideration of the influence of physical and psychological contexts; adaptation of the message to the audience; multiple goals are the basis of interaction; consideration of communication in terms of content and relationships; communication can be learned by constant practice; a person cannot but communicate; the meaning of communication lies in the person; communication is irreversible; good communication is cooperation. Thus, an effective communicator should have the knowledge, skills, and practice to communicate effectively. In their study of communication effectiveness, M. Fuller *et al.* (2024) proved the significance of empathy as a communication competence. Its value lies in improving understanding, building relationships based on trust, and cooperation in various professional contexts.

J. Arendt *et al.* (2019) studied mindfulness in communication, its key components being attention and acceptance. Their manifestation lies in demonstrating a non-judgemental position, which contributes to the transition to a cautious, attentive reaction, which is decentralisation – the experience of emotions and thoughts as temporary mental phenomena. Hence the need to consider mindfulness in the study of communication. R. Ziegler *et al.* (2021) identified significant characteristics of modern communication: institutionalisation, diversification, increase in communication channels, and diversity. M. Siddiqi *et al.* (2022) emphasised the significance of considering these features, findings that the basis of countering cybercrime is the communicative competence and information technology awareness of the individual. According to the author of the current study, it is necessary to use the term “communicative competence” considering the latest features of communication. D. Krystallidou *et al.* (2024) proved that effective communication ensures the psychophysical normalisation of socially vulnerable groups of the population, contributes to their psychological support and stress resistance. N. Morelli *et al.* (2023) confirmed these findings, emphasising that communication effectiveness is a factor in family adaptability.

The purpose of this study was to perform a theoretical analysis of the problem of effective communication to substantiate the factors and procedural characteristics of this process. This purpose was fulfilled by solving the following tasks: to identify the signs of effective communication; to motivate its factors; to identify its procedural characteristics. The scientific originality of this study was to substantiate the features, factors, and procedural characteristics of effective communication.

### Materials and Methods

The study employed theoretical research methods, particularly the method of thematic analysis, to investigate the features of effective communication. V. Braun & V. Clarke (2020) defined it as a

method, the essence of which lies in processing the textual data. The methodological framework of this method of scientific cognition is the understanding of language as a phenomenon that reflects universal or subjective (of a particular person) reality. Its procedure is based on interpretation through coding and identification of themes and patterns. This method helped to perform a qualitative in-depth analysis of the conceptual provisions of the researchers who investigated the problem of effective communication. This method was applied using a deductive approach, in which the analysis was performed from the top down: the study was based on theoretical positions that determined the understanding and explanation of the collected data. The literary sources were selected based on the following criteria: the presence of concepts of effective communication, the factors or signs of the social and psychological phenomenon in question, the degree to which the topics presented in the sources are related to the principal topic. This approach helped to conduct a wide search for scientific sources and select those that correspond to the subject of the study; determine the degree of research on the problem of effective communication, find out the level of coverage of the features and factors of effective communication, and conduct a qualitative analysis of the findings of scientific research on this topic. The use of thematic analysis helped to summarise scientific ideas about effective communication.

These methods were complemented by conceptual analysis, synthesis, comparison, and abstraction (Maksymenko & Nosenko, 2020). Conceptual analysis was employed to substantiate the terms “effective communication”, “signs of effective communication”; synthesis – to combine the identified factors into a single system of internal factors; comparison – to compare diverse conceptual approaches to the interpretation of the phenomenon under study; abstraction – specifically, isolation, to separate the procedural characteristics of effective communication, to determine the signs of effective communication, identification –

to create classes of “effective characteristics” and “procedural characteristics”, modelling – to create a model of effective communication.

The study was conducted in several stages: the first stage determined the purpose and substantiated the criteria for selecting scientific texts; at the second stage, the necessary scientific literature was searched; at the third stage, the selection was made according to the identified criteria; the fourth stage involved theoretical analysis of the materials; the fifth stage formulated the conclusions. The study was performed based on the following scientometric databases: Scopus, Web of Science, PubMed, Google Scholar, as well as archives: Internet Archive Python Library, Vernadsky National Library of Ukraine. The total number of analysed sources was 131. Only 28 of them were selected to formulate the conclusions. The study presents literature in Ukrainian and English. The clarity, focus, determinism, reliability, and cost-effectiveness of the methods used helped to obtain valid research findings.

## Results and Discussion

### Process of communication as a social and psychological phenomenon

Communication is a process that determines the formation and development of a personality, it is a sphere of its socialisation, determining various aspects of life. The complexity of this process leads to a considerable number of its interpretations, which complicates the investigation of this

socio-psychological phenomenon. Communication was considered as a process of generating meanings by sending and receiving verbal and non-verbal symbols and signs that are influenced by varying contexts (Wood, 2019).

C. Lewin (1951) was one of the first scientists to investigate the problem of communication effectiveness. The researcher considered communication from the standpoint of field theory. According to C. Lewin, communication is determined by behaviour as a function of personality. The researcher defended the conceptual position that a person alone cannot objectively assess their communication with others or create an idea of the assessment of their communication by others. To understand their attitudes, test behavioural patterns and correct them, an individual must enter the context of group communication. Thus, the effectiveness of communication is determined by the reflectivity of the individual, their ability to self-regulation and self-development, and the context of group communication. This approach helps to identify certain intrapsychic factors of effective communication but does not reveal its features as a process.

Considering communication as a subject-subject process, N. Fiore (2010) differentiated the terms “effective” and “ineffective” communication. The researcher built his concept on the interdependence of communication and interaction processes. Only communication can be qualified as effective if it results in a deepening interaction. A comparison of these concepts is presented in Table 1.

**Table 1.** Comparison of effective and ineffective communication

Communication type/components	Ineffective communication	Effective communication
Goals	Protection of exclusively one's individual plans, focus on achieving one's personal goals, and defence of one's own convictions.	Consideration of the views, opinions, beliefs, and plans of all interlocutors.
Style	Communication based on the philosophy of modelling a bipolar worldview in terms of “win-loss”, “right-wrong”, “good-bad”, without considering transitional states; ignoring the intentions and feelings of the interlocutor, striving to make the other person submit to the “right” position – one's own.	Showing attention, respect, considering the feelings of the subjects of communication, building communication on the awareness of the possibility of winning for both participants, the intention to understand their thoughts and at the same time hear their interlocutor.

Table 1. Continued

Communication type/components	Ineffective communication	Effective communication
Outcome	Conflict, resistance of interlocutors, loss of group interaction efficiency.	Mutual understanding, coherence, increased group effectiveness
Interpretation of success	A pause in the conflict, the interlocutor's retreat from their goals, aspirations, etc.	Mutual respect, deepening interaction

**Source:** developed by the author of this study based on the theory put forward by N. Fiore (2010)

Considering this position, the effectiveness of communication can be assessed only with the use of retrospective analysis. Researchers often determine the effectiveness of communication based on the model of communication proposed by H. Lasswell (1951). Signs of effectiveness are identified by analysing the sender's choice of communication channel, the content and volume of the message, and the recipient's feedback. Thus, communication is considered effective if an adequate communication channel is selected, the content of the message is clearly formulated and contains relevant information, and the feedback confirms the correctness of the message decoding (Wenxiu, 2015). At the same time, an accurate understanding of the received message requires an awareness of both the direct and hidden content of the information (Skrypchenko *et al.*, 2020).

The specific features of effective communication are also considered from the standpoint of speech influence. Developing the concept of M. Argyle *et al.* (1967), wherein the criterion of effectiveness is the ability to fulfil the purpose of communication, communication is considered as a multi-purpose process. Goal-setting in this process is marked by an existing feature – it is systemic. This property is conditioned by the fact that the sender primarily seeks to convey information in a coded message and check the correctness of its understanding. In addition, both the sender and the receiver are aware of the subject of their communication, which means that they receive something, influence each other's behaviour, persuade or form new knowledge/perceptions. Achievement of the substantive goal alone is a sign of productive communication. The aspect of interpersonal relations is also important for

effective communication. Both participants in the communication process, if it is effective, prefer to maintain sympathy in the relationship and develop it (Selivanova, 2012).

There are always at least two participants in the communication process, and therefore it is worth determining what purpose is being fulfilled. The author of the present study also considers it reasonable to ask whether the interlocutors are always aware of the purpose of their communication. Thus, the author supports the idea that effective communication is that which allows the interlocutors to achieve their goals while maintaining a balance in the relationship. It is also worth paying attention to whether communication is equally effective for all participants in the process.

#### Internal factors required for effective communication

The effectiveness of communication was also considered in the conceptual field of transactional analysis. According to the provisions of this approach, the unit of communication is a transaction – verbal and non-verbal interaction between two people. Its structural units are stimulus and reaction. The founder of this approach, E. Berne (1964) substantiated the position that in communication, when making a transactional stimulus or responding with a reaction, a person is in one of the ego states – Parent, Child, Adult (Fig.1).

When communicating, a person takes the position of one of these ego states at a particular time. The Child ego state is characterised by spontaneity, joy, and creativity, while at the same time it can be limited by rules and prohibitions or rebellion. Being in the Parent ego state, a per-

son shows care, reassures, approves of another or criticises and evaluates. A sign of the adult ego-state is a combination of the other two (Child, Parent); in communication, this position is manifested as objectivity, rationality, prudence, and analyticity. These ego states determine the communication strategy of an individual (Harris, 1967). If people in communication occupy

complementary positions (e.g., Parent-Child, Child-Child, Parent-Parent, Adult-Adult), they form additional transactions. Otherwise, there are cross transactions that lead to conflicts and termination of communication. Communication that is based on a common language is effective: Adult to Adult, Child to Child, Parent to Parent (Berne, 1964).

<b>Child</b> spontaneity, joy, creativity, obedience, rebellion	<b>Parent</b> care, comfort, approval, criticism, evaluation	<b>Adult</b> Child+Parent objectivity, rationality, prudence, analytical approach
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**Figure 1.** Manifestations of personality ego states in the communication process

**Source:** developed by the author of this study based on the findings of E. Berne (1964)

S. Rogers (1946) considered the problem of effective communication from the standpoint of humanistic psychology. According to the scientist, the essential features of an effective communicator are congruence, the ability to accept oneself, the ability to accept others, and empathy. In this concept, congruence is explained as openness in communication, lack of psychological defence, and masking of one's emotions. A congruent interlocutor is sincere and honest in expressing his feelings, modelling their behaviour on their values and beliefs, while maintaining their authenticity. Since a person's reactions, actions, and deeds are consistent with their internal state, they are predictable and stable in communication with others. Congruence also leads to integrity, harmony of the personality, and the absence of intrapsychic conflict. Congruence ensures the ability of a person to respond adequately to the situation that arises in communication, to coordinate their feelings and thoughts with the circumstances of interaction.

Self-acceptance is the ability of an individual to recognise themselves, to express unconditional love for themselves, the way they really are. Self-acceptance means showing self-respect, treating oneself as a person who can make independent choices, believes in oneself and one's capabilities, trusts oneself, and is worthy of respect.

This trust is not limited to the field of consciousness; it is not only faith in the power of one's intellect, but also trust in one's body, the ability to understand one's body. Aware of their psychophysiological integrity, a person becomes fully functional, which positively affects communication. Only a person who is ready to accept themselves can accept another. Acceptance of the other is the ability of a person to have an unconditional positive attitude towards the interlocutor: accepting and appreciating them as they are, without judgement or conditions. This attitude provides a person with a sense of psychological comfort and freedom in communication. Empathy involves expressing sensitivity to the emotions, experiences, and states of the interlocutor, the ability to be aware of these states, and to cognitively structure the affective sphere of communication. Sensitivity to the emotional state of another is the ability to perceive the state of another as if they were feeling it, and a penetrating understanding of the meaning of the state in which another is. Empathy provides an opportunity to support a person both at the entrance to the communication process and in its further course (Rogers, 1946).

The significance of empathy in communication is confirmed in further research. Its value is manifested in understanding the interlocutor.

Correct decoding of a message is impossible without awareness of the feelings and experiences of another, which is empathy in its essence. There are three possible manifestations of empathy in communication: empathic response, perspective taking, and sympathetic response. Empathic response is the experience of emotional reactions analogous to the real or expected emotional manifestations of another in observing them. Perspective taking is manifested as a person's imagining themselves in the other's shoes. Sympathetic response is care, compassion, and empathy. It differs from the previous two in that the individual does not sympathise with the interlocutor: the communicator's awareness of how the interlocutor feels leads to care, pity, and sadness (Verderber *et al.*, 2017). Consequently, congruence, acceptance, and empathy are essential factors of effective communication, as they give an opportunity for a person to deeply understand themselves and their interlocutor.

L. Durán-Terrádez & T. Baviera (2023) defined effective communication as communication that causes changes in the cognitive or affective sphere of the recipient. The principal way to achieve these changes is to transmit a message of informational, developmental, or educational content to the recipient. The outcome of such communication is a change in attitudes, improvement of knowledge, development of skills, and building of confidence of the recipient. However, the author of the present study believes that this approach lacks consideration of certain essential characteristics of communication. Specifically, the fact that in the communication process, the positions of the sender and the receiver are rather conditional, they are constantly changing, alternating. If one considers them as relatively stable, then, clearly, communication is considered narrowly – as a process that takes place only within the framework of social and role interaction, which is characterised by the subject-object system. Effective communication is nevertheless focused on mutual influence, which results in the development of all participants.

This suggests the significance of an individual's ability to overcome egocentrism. However, a considerable number of people lack the ability to understand the position of another in communication. According to T. Kesselring & U. Müller (2011), egocentrism (centrality) is interpreted as the inability to accept the position of another. Egocentric thinking has common features with autistic thinking: it lacks logical consistency, is dominated by images rather than concepts, and is characterised by a low level of awareness. This quality is inherent in children whose egocentric thinking and speech do not allow them to understand how their position in communication differs from others. They equate an objective communication situation with their own vision of it. In their research, the authors proved that egocentrism is overcome in a child's cognitive development. Thus, already at primary school age, a child achieves decentration. However, centration is also inherent in adults when they use naïve, spontaneous judgement, which is essentially the same as in children. Manifestations of egocentrism in communication lead to barriers, misunderstandings, and conflicts.

This allows identifying the procedural characteristics of effective communication. If people can understand the position of another, then as a result of communication, the interlocutors understand each other. This mutual understanding helps to reduce the uncertainty of the communication situation. Thus, the procedural characteristics of effective communication are the reduction of uncertainty and understanding of oneself and the interlocutor. The resultant features are the achievement of mutual understanding, deepening of relationships, and mutual development. Summarising the concepts discussed the internal factors of effective communication can be identified as follows:

- reflexivity of the individual, their ability to self-regulation and self-development;
- the ability to show attention and respect for the other in communication, to hear them, to consider their position;

- reliability of interlocutors;
- communication skills (specifically, the ability to choose an adequate communication channel, create clear and understandable messages, analyse feedback, understand direct and hidden meanings of messages);
- ability to determine and consider the position (ego-state) of the interlocutor;
- congruence;
- acceptance of self and other;
- empathy.

The identified factors contribute to a deeper understanding of effective communication and create the basis for identifying the specific features of communication of an individual.

### **External factors and signs of effective communication**

Ukrainian psychology has substantiated external factors of effective communication. These include the situation of communication, the circumstances of communication, the specific features of the social group, and the presence of a common thesaurus (Moskalenko, 2008). No one can communicate without considering the communication situation. It is defined as the conditions under which communication takes place and the means used by the subject of communication. The components of the situation are the cultural environment, which appears in the system of social norms and values; social environment; material, tangible world. When starting communication, an individual is orientated in the communication situation. This orientation can be of two types: motivational and evaluative. A person must be capable of assessing the conditions in which communication takes place, adjusting the means of communication, determining the strategy, agreeing on the style of communication, structuring the model of communication, and possibly changing communication behaviour and communication goals. Therefore, a stable situation with a strong level of certainty and predictability is more favourable for effective communication. Conversely,

a threatening, conflictual situation can cause temporary disorientation. Communication is also affected by circumstances, whether they are official or intimate. To communicate effectively, an individual must match the means of communication, style, strategy, and method of self-presentation to the circumstances.

The social and psychological characteristics of a group that affect the effectiveness of communication are the group's composition, role structure, values, norms, level of group cohesion, and dynamics. N. Kellerman (1979), defining the most optimal group size, advocated the rule of eight. Groups with this number of members usually create effective communication systems that facilitate direct communication, during which attraction can manifest itself as the basis for a favourable psychological climate; this composition also prevents the formation of microgroups. In such groups, each member is aware of the significance of their social role, and these social roles determine the nature of communication: between a manager and a subordinate – subordination, between colleagues – parity. A vital regulator of communication is group norms, which define the boundaries of communication and regulate the communicative behaviour of participants in collective communication. The level of group cohesion determines the degree of control over group norms: the higher the group cohesion, the more control over their observance by all participants. Violations of the norms lead to contradictions, misunderstandings, conflicts, and destroy the effectiveness of communication.

Communication will also be effective if the group generates a common thesaurus – a recognised system of meanings that everyone will adhere to. As people become integrated into society, they belong to diverse groups: age, gender, ethnicity, and profession, which can lead to the use of different meanings that can cause distortions, misrepresentation of information in messages, and the inability to decode them correctly. External factors are especially significant to consider when organising communication between people

who do not know each other, for instance, during trainings, conferences, presentations, etc.

The analysis of various scientific approaches to understanding communication effectiveness, substantiation of internal and consideration of external factors of effective communication allow identifying its features: it promotes mutual understanding, deepening of interpersonal interaction and group effectiveness; makes provision for the possibility to consider the positions of all subjects of communication; is based on acceptance, commitment of individuals who carry it out; is caused by personal qualities of the subjects of communication; helps to prevent problems, destructive conflicts; is based on the communication abilities of the sender and the receiver; enables the development of communication subjects; promotes the development of confidence and resilience of communication participants; provides an opportunity to strengthen relations between partners; causes the following effects: expansion and deepening of participants' knowledge, improvement of their skills, change of attitudes, social, and psychological characteristics of the group – ensures the development of cohesion, internalisation of values and norms of the group by participants, promotes positive changes in the psychological climate.

Thus, the effectiveness of communication is determined by both external and internal factors that are not homogeneous. Some of them can be developed by influencing the subjects of interaction, while others are quite difficult to change, and therefore should be considered when organising group communication or interpersonal communication. Understanding the essential features of effective communication allows analysing this process, and considering the procedural characteristics, allows performing psychocorrection during its development, until its completion.

### **Conclusions**

The effectiveness of communication depends on all its participants. Effective communication allows them to demonstrate their subjectivity,

helps to achieve mutual understanding, increase group and individual efficiency. Based on the theoretical analysis of the conceptual provisions on effective communication, the study identified the features of effective communication. These include promotion of mutual understanding, deepening of interpersonal interaction and group effectiveness; ensuring the possibility to consider the positions of all subjects of communication; based on acceptance, commitment of individuals who carry it out; conditioned by the personal qualities of the subjects of communication; promotion of prevention of problems and destructive conflicts; based on the communication abilities of the sender and the receiver; promotion of development of subjects of communication; ensuring the development of confidence and resilience of communication participants; providing an opportunity to strengthen relationships between partners; causing effects such as expanding and deepening participants' knowledge, improving their skills, changing attitudes, and social and psychological characteristics of the group – ensuring the development of cohesion, internalisation of group values and norms by participants, and promoting positive changes in the psychological climate.

Based on the consideration of conceptual provisions on the conditionality of communication by behaviour; ego states from the standpoint of which communication is carried out; the main aspects of persuasive communication, approaches to modelling the structure of the communication process, and the fundamental principles of humanistic psychology, the internal factors of effective communication were identified. They include abilities (to express attention and respect for others, to consider their position, to identify and account for ego states); reflexivity, reliability, congruence; interlocutors' communication skills, acceptance of oneself and others, empathy.

External factors of effective communication are the situation of communication (considering social norms and values by the subject of communication, motivational, and evaluative

orientation, correction according to the identified conditions, means of communication, style, communication strategy, change of goals of the communication strategy), the most favourable for effective communication is a stable situation with a strong level of certainty, predictability; social and psychological characteristics of the group: group composition, role structure, values, norms, level of group cohesion, dynamics; a common thesaurus that enables understanding and correct decoding of information.

Thus, effective communication is determined by internal and external factors. Its procedural characteristics include the reduction of uncertainty, understanding of oneself and the interlocutor, and its effective characteristics are the possibility of achieving mutual understanding, deepening of relationships, and mutual

development. Considering internal and external factors of effective communication is of practical significance, as it allows creating conditions that improve the quality of people's lives and their activities. The criteria for the effectiveness of communication of a particular person are their adaptability, self-efficacy, leadership potential, and sociometric status in the group. Prospects for further research lie in the development of training programmes for the development of effective communication skills for future specialists in socio-economic specialities.

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### Conflict of Interest

The author declares no conflict of interest.

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## Ефективне спілкування: ознаки, чинники, процесуальні характеристики

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**Анотація.** Наукове обґрунтування чинників, а також процесуальних та результативних характеристик ефективного спілкування дає змогу подолати суперечності між змістом і формою, що постають в сучасному спілкуванні, а отже, сприяє зниженню високого рівня конфліктності, що є основним тягарем великих та малих соціальних груп. Саме тому метою дослідження було виявлення особливостей ефективного спілкування для покращення якості спілкування як підґрунтя оптимізації соціальної взаємодії, розвитку міжособистісних стосунків. У дослідженні застосовувалися методи тематичного аналізу, понятійного аналізу, синтезу, абстрагування, моделювання. Було здійснено теоретичний аналіз концептуальних положень про ефективне спілкування. Встановлено, що ефективність спілкування зумовлюється здатностями, якостями та комунікативними вміннями суб'єктів спілкування, конгруентністю та емпатією, що проявляються в їхній комунікативній поведінці. Виявлено, що ефективне спілкування сприяє досягненню взаєморозуміння співрозмовників, зближенню їхніх психологічних позицій, зумовлює взаєморозвиток суб'єктів спілкування, є підґрунтям нормалізації психічного стану представників соціальних груп, забезпечує позитивну групову динаміку, вироблення конструктивних стратегій міжособистісної взаємодії. Було узагальнено результати наукових досліджень зовнішніх чинників ефективного спілкування. З'ясовано, що високий рівень ефективності спілкування проявляється в тих ситуаціях соціальної взаємодії, що характеризуються стабільністю, передбачуваністю, високим ступенем визначеності. Ефективне спілкування є однією з ознак тих соціальних груп, що характеризуються високим рівнем згуртованості, чіткістю рольової структури, наявністю спільно вироблених цінностей, що визначають організаційну культуру. Практична значущість дослідження полягає у можливості врахування висновків у практиці професійного спілкування психологів, соціальних працівників, педагогів, менеджерів, державних службовців, медичних працівників; застосуванні їх при визначенні причин виникнення деструктивних конфліктів в міжособистісних стосунках та груповій взаємодії, виявленні шляхів їх запобігання

**Ключові слова:** емпатія; конгруентність; комунікативні вміння; ситуація спілкування; якість спілкування