The Role of Persuasive Communication to Build Team Competence and Team Development

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Abstract:. The purpose of this study was to determine the role of persuasive communication in improving individual and team competencies. This research method uses the Stematic Literature Review method which is carried out using the Prefered Reporting Items for Systematic Review and Meta Analysis (PRISMA) process. The results showed that persuasive communication plays a very important role in forming team competence and team development. With persuasive communication skills, a leader can motivate team members when communicating. Persuasive communication can be associated with strong self-presentation through tertiary achievements such as self-confidence and expressiveness. Research shows team members who are better able to recognize and manage their own and others' emotions during interactions are more likely to engage in information exchange and better decision making.

Keywords: persuasive communication, team competence, Systematic Literature Review, PRISMA

1. Introduction

Communication is a process of delivering information, either in the form of messages, symbols, ideas, carried out by the communicator (message sender) to the communicant (message recipient) for a desired effect (Sabri et al., 2021). Communication activities are not only informative to be understood by others, but also persuasive for certain purposes, such as so that other people accept the understanding intended by the communicator, or carry out an activity, without being forced to comply with the wishes of the communicator (Varey, 2002). Persuasive communication comes from English, namely 'persuasion', while the word persuasion itself comes from the Latin 'persuasion' whose verb is persuader which means to persuade, seduce, convince, and so on (Cockcroft and Cockcroft, 2013).

Persuasive communication is one of the important components in achieving the success of a development process, because it contains a driving element for someone to carry out competency development alone or in groups (Duncan and Moriarty, 1998). An encouragement can come from within itself, in the form of self-awareness to need better or give the best for the group with various good and noble reasons. But it's not that easy for everyone to have a positive drive, some researchers Boddy et al., (2010) need to be assisted by other people who act as leaders or superiors.

In providing persuasive communication, superiors not only encourage as much as they can, but some researchers must use strategies so that what they do can produce better results optimally (Rimer and Kreuter, 2006). Some of the factors needed for the strategy, among others, such as goals, development methods require, technology, society and customers, individual competency development of human resources and

other resources. By recognizing these factors, a step can be drawn up on how to open opportunities for success through internal doors (HR conscience) to change attitudes and the formation of new competencies that are conducive to the challenges they face.

Many experts research the attitudes and formation of HR competencies related to persuasive communication and produce theories on how to provide persuasive communication to employees or employees of a manager, such as McGregor who shows a relationship between persuasive communication, competency development individuals are mediated by the manager's role in the competency development plan (Stamatis and Gkoutziamanis, 2020). According to McGregor, who gave theory X, that every competency development requires a strong leadership style; then he corrected his theory with theory Y, where he views every employee as good and diligent who needs attention and trust (Bolden et al., 2003).

Some researchers Abbah, (2014) and Cutler, (2014) such as Abraham Maslow's Theory more researching persuasive communication in terms of the priority order of HR needs, especially in meeting their life needs, where the most basic are physiological needs (survival, clothing/food/board, sense of security, belonging, self-esteem and self-actualization) pyramidally. Finally comes the theory Z from William G'. Ouchi, where persuasive communication can be more successful through development requires groups (Japanese model) combined with the development of American individual competencies such as rational and individualistic traits (Dean, 1983).

To better understand the role of persuasive communication in improving individual and team competencies, this study conducted a literature review using the Systematic Literature Review (SLR). SLR can help find a solution by conducting a review of previous relevant research. The purpose of this research is persuasive communication in improving individual and team competencies in several literatures published in popular journal databases such as Science Direct, Wiley, Scopus, SAGE and ProQuest from 2015 – 2019.

2. Methodology

2.1. Stematic Literature Review

To answer the research questions, a systematic literature review on vaccine behavior and attitudes in Indonesia was carried out using the Prefered Reporting Items for Systematic Review and Meta Analysis (PRISMA) process (Moher et al., 2009). The literature was obtained from seven online databases, namely; Science Direct, Emerald, Scopus, and Google Scholar. Article screening was carried out based on the following inclusion criteria; 1) Journals published between 2015 and 2019, and 2) Articles focusing on the role of persuasive communication in improving individual and team competencies. Feature articles, book sections, and editorials were not included in this literature review. The complete search strategy can be reviewed in Table 1.

Table 1
Search terms and filters for each database

Database	Filter	Terminology Search	Results	Total
Science Direct	Article type: research article	Persuasive communication	74	486
		Competency team	412	
Google scholar	Article type: research article	Persuasive communication	21	346
		Competency team	325	
Emerald	Article type: research article	Persuasive communication	49	125
		Competency team	76	
Scopus	Article type: research article	Persuasive communication	267	534
		Competency team	267	

	Total	1491

An initial search of seven databases collected 1491 articles. Screening using the Mendeley application and Microsoft Excel found 443 articles were duplicate articles. A quick search found 1048 articles not related to the research objectives were excluded. The number of studies that were issued from the theme of Persuasive communication and Competency team were not in accordance with the research theme. The process of gaining the article selcltion process using PRISMA is given in Fig.1.
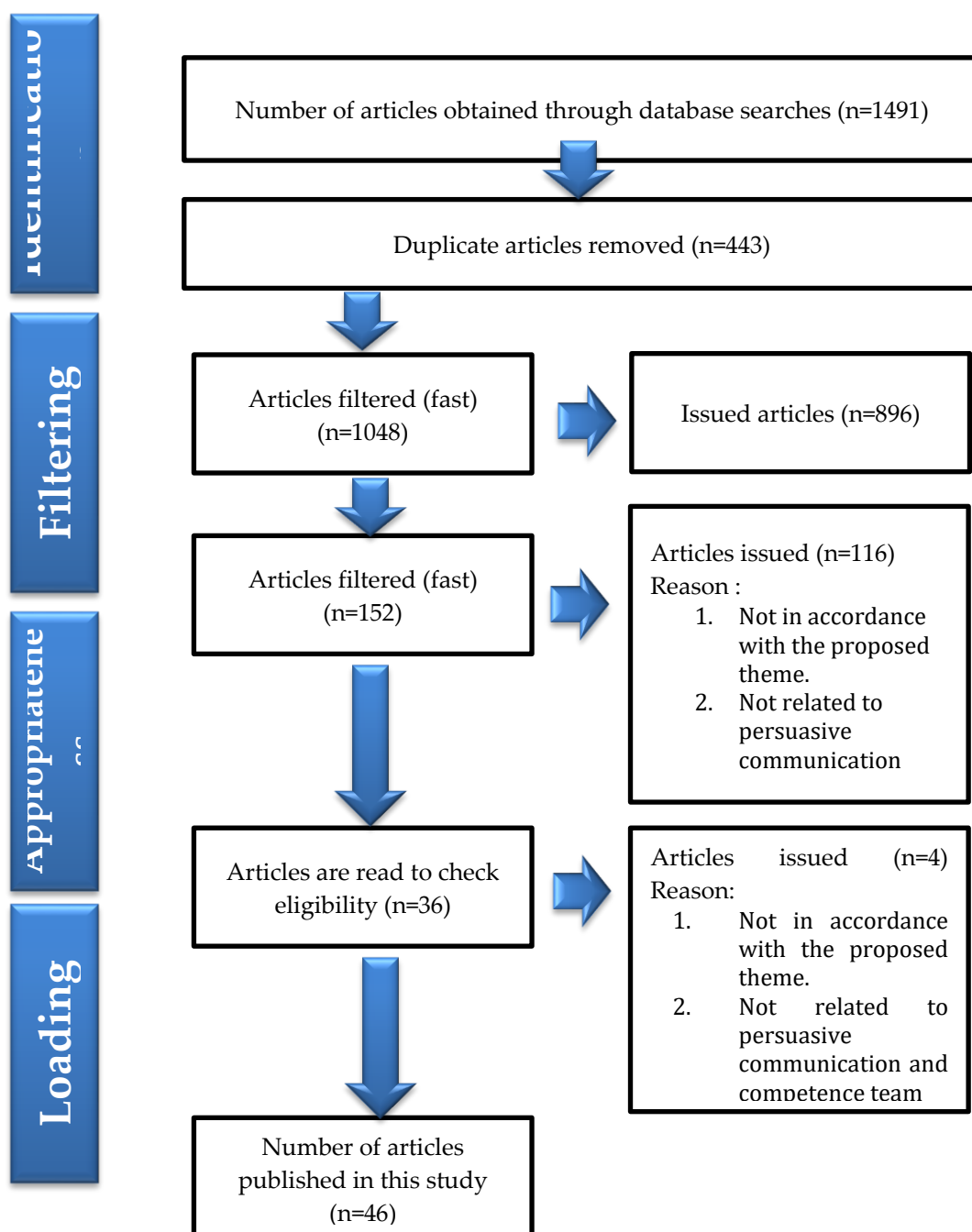
3. Research Result

Based on the results of the literature review, there are eleven areas of persuasive communication research in improving individual and team competencies, namely communication, team-working, managing emotions, employee engagement, symbolic and team social cohesion. Currently, the most researched field is persuasive communication. Table 2 shows persuasive communication in improving individual and team competencies and references.

Table 2 Internal factors

No	Field	Reference
1	Communication	Bhardwaj, A., & Punia, B. K. (2013) ; Dulewicz, V., & Higgs, M. (2000); Canary & Cupach, 1988; Canary & Spitzberg, 1987; Cripe at al. 2001;
2	team-working	Niebuhr, O., & Michalsky, J. (2019); Canary & Cupach, 1988; Canary & Spitzberg, 1987; Cripe at al. 2001
3	Managing emotions	Jordan & Troth, 2004;
4	Employee engagement	Diana Clement, 2008;
5	Symbolic	Aristyavani, 2017
6	Team social cohesion	Lieberman, Yalom, dan Miles (1973); Carron, 1982; Barrick, Stewart, Neubert, dan Mount (1998); Mitchell, 1986; Smith et al., 1994

Communication was previously considered a soft skill that had no impact on the organization. Even while hiring individual communication skills are never the main criteria for hiring. But the concept has been changed; Communication has a huge impact on business. It is assumed that effective communication by leaders stimulates employees to stay engaged and to perform their tasks efficiently (Bisel and Rush, 2021). Good communication involves a plan that has been prepared in advance. The leader's communication must match his actions and must be two-way communication. The delivery of bad news must be done face-to-face effectively so as to reduce its direct impact (Ashman, 2015). The root cause of many problems is the inappropriate and untimely sharing of information or communications. Effective communication management is a key leadership skill.

While Ronald and Karl revealed that persuasion is a complex communication process when individuals or groups express messages (intentionally or unintentionally) through verbal and non-verbal ways to obtain certain responses from other individuals or groups. (Littlejohn and Foss 2009: 12). While Perloff himself defines persuasive communication as a symbolic process in which communicators try to convince others to change their attitudes or behavior on an issue through sending messages in situations of free choice (Perloff, 1993). Communication competence combines two fundamental outcome properties of effectiveness and suitability (Canary and Spitzberg, 1987). Effective communication achieves the goals, objectives, or intended functions of team members, whereas appropriate communication avoids violating the situational or relational rules that govern the communicative context (Troth et al., 2012). The implicit assumption is that competent communication behavior is appropriate and effective.

To achieve individual communication competence, we argue that team members need to be aware of, and manage, team members' emotions. The combination of emotional awareness and emotional management is more likely to ensure that the relational rules governing communication are not violated in teams and effective communication can occur (Canary & Cupach, 1988; Canary & Spitzberg, 1987). Research

shows team members who are better able to recognize and manage their own and others' emotions during interactions are more likely to engage in information exchange and better decision making (Jordan & Troth, 2004).

Dion, (2000) conceptualized team social cohesion as a team member's feeling of belonging or interest in the group. Widjaja, (2017) found a significant relationship between team communication competence and social cohesion index. For social cohesion to emerge, quality relationships need to be built within the team (Troth et al., 2012). Effective and socially appropriate communication improves the quality of relationships (Jootun and McGhee, 2011).

Cripe defines 31 competencies and places them in three categories: People-Dealing Competencies, Business-Dealing Competencies, and Self-Management Competencies (Cripe at al. 2001).

Table 3. List of Competencies

Competencies Dealing with People	Competencies Dealing with Business	Competencies Dealing with Self-Management
• Establishing Focus • Providing Motivational Support • Fostering Teamwork • Empowering Others • Managing Change • Developing Others • Managing Performance • Attention to Communication • Oral Communication • Written Communication • Persuasive Communication • Interpersonal Awareness • Influencing Others • Building Collaborative Relationships • Customer Orientation	• Diagnostic Information Gathering • Analytical Thinking • Forward Thinking • Conceptual Thinking • Strategic Thinking • Technical Expertise • Initiative • Entrepreneurial Orientation • Fostering Innovation • Results Orientation • Thoroughness • Decisiveness	• Self Confidence • Stress Management • Personal Credibility • Flexibility

The competencies are: Risk Taking, Judgment, Intelligence, Leading, Strategic Skills, Analysis Skills, Education, Pragmatism, Creativity, Experience, Track Record, Conceptual Ability, Organization / Planning, Intelligence, Integrity, Self Awareness, Standard of Excellence, Assertiveness, Communication – Oral, Communication – Written, Independence, Inspiring Follower, Stress Management, Energy, First Impressions, Adaptability, Passion, Customer Focus, Passion, Ambition, Political Intelligence, Listening, Tenacity, Picking Players, Deploy Team Players, Negotiation Skills, Coaching/Training, Persuasion, Goal Setting, Team Building, Empowerment, Change Leadership, Performance Management, Diversity, Running Meetings, Conflict Management, Conformity of Needs, Credible Vision, Balance in Life.

We would like to note, however, that the relationship between persuasive competence and communicative skills need not be directly assessed. Persuasive communication can be associated with strong self-presentation through tertiary achievements such as self-confidence and expressiveness. A greater degree of prosodic entrainment can be attributed to the speaker's teamwork skills through empathy, general friendliness or extraversion. This issue will be discussed in connection with the results in the discussion.

General Considerations in Developing this Competency involves the development of two skills. The first is to design and develop communications that will have a

persuasive impact (Wooten and James, 2008). This skill requires thinking and anticipating the impact of various communication strategies. Two types of information can be used to achieve a persuasive impact: (1) identifying and highlighting logically compelling arguments or data; and (2) identify and highlight arguments or data that address a particular audience's interests, concerns, or fears.

The best way to improve your ability to design and develop persuasive communication is to work with someone who is an expert in this ability. Books and courses on presentation skills can also help. The second skill involved in Persuasive Communication is delivering presentations. A course in presentation skills is likely to be especially helpful, as it combines specific instruction with practice and feedback. There are also books, videos and self-study courses to develop presentation skills.

Practicing this Competence

- Seek and take advantage of opportunities to prepare and deliver presentations. In designing a presentation, identify and highlight information that will have a persuasive impact because it is logically interesting.
- In designing a presentation or preparing for an influence meeting, try to anticipate the interest and attention of the audience. Before the meeting or presentation, call someone in the audience and ask what kind of information is most helpful and what the audience is most interested in hearing.
- In composing your presentation, use examples or analogies based on your audience's experiences. For example, if you are talking to a manufacturing staff, you can use examples that relate to the production process.
- Take the time to find and develop interesting stories to illustrate points in the presentation.
- Use presentation software to develop attractive, high-impact graphics for presentations.

A leader must be confident enough, when communicating with others. People must trust the communications made by their leaders (Suchan and Hayzak, 2001). Lack of confidence when communicating can make team members uncomfortable, and not enthusiastic about work. Confidence helps teams to work together to achieve desired goals.

A true leader must always communicate the rules clearly to his team and must follow the rules himself, which he expects others to follow and must communicate indirectly to his team that he is capable enough to do what he expects of them. He must lead his team by setting an example of his own.

4. Conclusions

Based on the analysis and discussion above, it is found that persuasive communication plays a very important role in forming team competencies and team development. With persuasive communication skills, a leader can motivate team members when communicating. If the leader is indecisive, negative or disconnected, no one on the team can relate to him. Only highly energetic and self-motivated leaders are considered effective leaders because they have great potential to motivate and increase the morale of their team. We would like to note, however, that the relationship between persuasive competence and communicative skills need not be directly assessed. Persuasive communication can be associated with strong self-presentation through tertiary achievements such as self-confidence and expressiveness. Research shows team members who are better able to recognize and manage their own and others' emotions during interactions are more likely to engage in information exchange and better decision making.

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