COMMUNICATION IN ORGANIZATIONS

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Abstract: There is a gap between the practice and the science of communication, a differentiation that makes them seem like very different fields. Both try to cope with the accelerated changes induced by the development of the postmodern world; both seek new perspectives and new attitudes to provide solutions to the problems they face.
Theoretical research is increasingly aimed at immediate application to demonstrate the validity of theories, while practice is receptive to new ideas that bring benefits to the activity. However, the pressure of time makes experts in departments and companies less and less apply the theories and methods learned during the study cycles and resort to recipes already tested and verified, or to develop communication programs based more on intuition. than on objective data. At the same time, the rigor of the methods and the access to the programs of social statistics push the researchers from the social sciences towards a language that seems sophisticated for the communication specialists; also, the strongly analytical and critical perspectives seem to offer too few concrete tools for practice. The result is isolation in different communities, which communicate, each of them, only inside. Regarding the narrower field of communication in organizations, the phenomenon is extremely visible. There is a lot of research lately, with indisputable results, and theories that have already proven their functionality in practice. But specialists in the communication and human resources departments are asked to solve concrete problems of the organization as soon as possible, problems that have become increasingly complex with globalization, the explosion of new media and the development of the information society.

Keywords: organizational communication, strategic planning, communication methods, decision, employee satisfaction.

JEL classification: M 10, M 12

Introduction

In order to better plan the internal and external communication processes, companies and specialists innovate various forms of strategic planning to support the management processes, from vision to implementation and evaluation of concrete results obtained. For example, the Balanced Scorecard (BSC), one of the most advanced management systems and strategic planning tools, widespread in the international business environment, improves external and internal communication and also monitors the performance of an organization based on strategic objectives. until the analysis of the impact of the actions undertaken with resonance for the future. The BSC model developed by Norton and Kaplan is in fact a global and complex management tool suitable for the implementation, implementation and control of company strategies.

Within the BSC, the attention of managers is mainly focused on non-financial indicators with the role of assessing the degree of satisfaction of customers, employees and partners, the duration of processes and the quality of the results to be obtained. These indicators, also called "early indicators", help and facilitate the anticipation of the

future financial performance of the company, because only with a motivated team, acting according to efficient processes, customer-oriented, in a market with satisfied consumers, offering high-performance products in conditions of economic efficiency, sustainable development can be achieved in conditions of profitability.

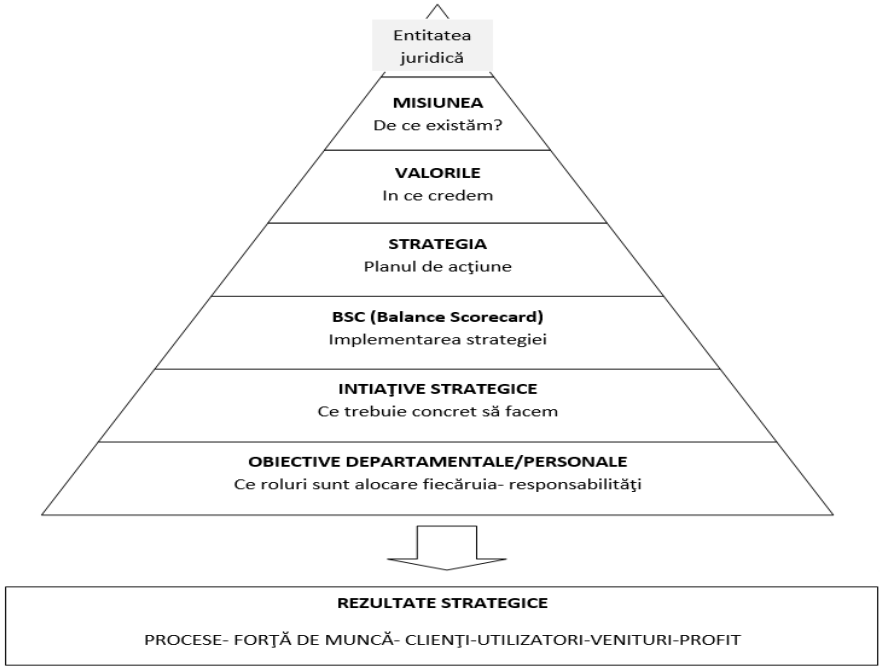

Fig. 1. Strategic management model

According to the system, the mission and values remain stable over time. The organization's vision is a projection that clarifies the direction of the organization and helps individuals understand why and how they should support the organization. The strategy is developed in unstable conditions imposed by the real world.

The objectives and performance indicators are grouped in four perspectives, linked by cause-effect relations:

- Financial perspective (how do shareholders perceive us?)
- Customer perspective (how do users perceive us?)
- Perspective of internal processes
  (What processes do we need to excel in to be successful?)
- Personal perspective and innovation
  (How do we sustain our ability to adapt and improve our performance?)

The customer perspective is what can generate added value and is relevant to the market, can make the company visible and attractive to meet the requirements of its customers. The recent management philosophy has shown an increase in the importance of user focus and customer satisfaction in any organization. In developing satisfaction metrics, customers should be analyzed in terms of customer categories and the type of processes for which a product or service is provided. According to BSC, the Customer & Stakeholders section emphasizes the value that a company offers to its customers and the importance of measuring their satisfaction in order to retain them. From the customer's point of view, a company's performance is measured by how it is

available to them, how it meets their requirements and how open they are to listening and innovating for them.

As long as a company innovates and meets the requirements of its customers, it means that it wants to create a positive impact and generate added value in society. Creating value for customers and prospects will generate profits, new channels of innovation and access to new markets. They must generate Customer Value Proposition (CVP) processes, which concretely highlight the net benefits that a consumer obtains from the interaction with the company, its products and services. The consumer can thus be impacted on a physical level (product quality, shape, price, method of delivery, utility, etc.), relational (the interaction it creates with employees and the company, accessibility of services, etc.) and emotionally (how they made it it is also felt what experiences generated them).

The package of benefits that a company can deliver to its customers and consumers is generated by the business philosophy that it promotes in the market through its mission and vision.

Thus, the strategic communication process of the company will be strongly based on principles and values in which it believes, above simple profit and with the desire for social improvement and sustainable development.

Unlike common public relations practices, strategic communication focuses on the main practices that generate and control organizational success. Also, strategic communication increases the area of traditional tactics of institutionalized communication in order to manage the messages transmitted in all types of interactions with internal and external stakeholders.

Communication will thus play a new role in promoting innovation management that can be acquired by understanding leadership communication from a new perspective.

Theoretical concepts and experimental findings can be integrated into a circular system of leadership communication regarding innovation, which combines the social, cognitive, affective and conative dimensions of the new role of communication management in the innovation process.

CASE STUDY on communication within organizations

The present study was conducted for acrea a set of conclusions, which responds to institutional needs to improve the organizational environment, with a direct effect on the professional communication performance of employees and employers.

The questionnaire was built on the premise that we can obtain meaningful information about the sources of satisfaction and dissatisfaction in organizational communication, by identifying discrepancies (differences) between employees' expectations regarding communication in professional relationships and perceived reality / actual situation of communication at the site. for work. Thus, for the data analysis, the difference between the level of employees' expectations regarding the communication with colleagues, bosses, managers and the director of the unit and the level in which these expectations are met in the labor relations was taken into account.

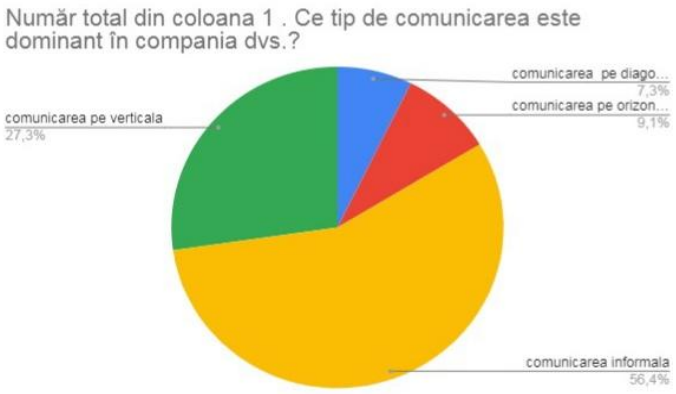

Fig. 1.2. Dominant type of communication

In the context in which horizontal and vertical communication is one of the most important sources of satisfaction / dissatisfaction in the organizational environment, these two types of communication were taken into account in the construction of the questionnaire:

✓ horizontal communication:

a. with colleagues from the same sector of activity (intra-group) - 7 items, in each section;

b. with colleagues from other sectors of activity (inter-group) - 4 items, in each section;

✓ vertical communication:

a. with the direct boss - 9 items, in each section;

b. with the director of the unit - 2 items, in each section.

As can be seen in Figure 1.2. the respondents of this survey practice the number 4 (in this case) of communication in their work units, namely, informal communication, occupying a score of 57.4% of the total respondents.

The questionnaire comprises two sections:

a) the first section deals with the aspect of the expectations associated by the respondent to a type of communication (the extent to which the respondent values / wants to benefit from the presence of that aspect in his work environment - "Expectation").

b) the second section concerns the extent to which the respondent perceives / feels as present that type of communication - by reporting at the level of his expectations - in his work environment - "Reality (perceived)".

As a way of assessing satisfaction with the main issues under analysis, we found it useful to introduce questions that explicitly address the degree of satisfaction / satisfaction with:

- communication with colleagues from the same sector of activity;
- communication with colleagues from other sectors of activity in the unit;
- communication with the direct boss;
- communication with the unit director;
- the global perception on communication at organizational level.

The figure below shows the percentage differences between the level of employee expectations and the level at which these expectations are met:

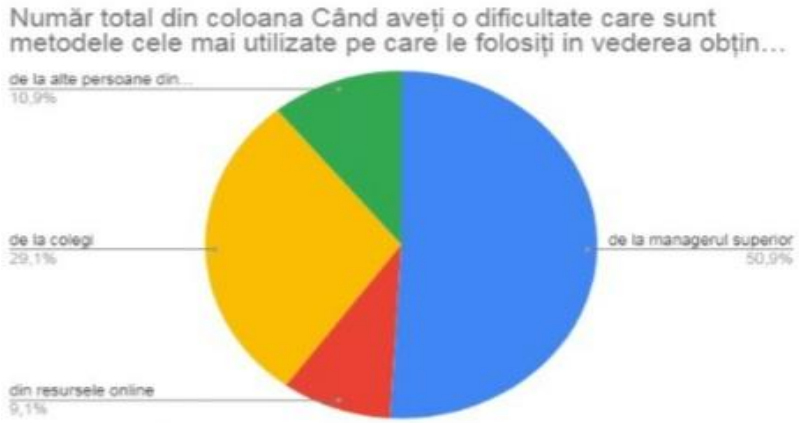

Fig. 1.3. Methods used by employees to obtain new information from the workplace

According to the diagram in figure 1.3. we can observe the methods used by employees in order to obtain new information from the workplace. Most of the 50.9% employees prefer to communicate directly with the department manager, in order to solve problems and obtain new information. A percentage of 29.1% prefer to solve certain more special situations by obtaining information from colleagues.

The results of the study provide information on the degree of trust and communication expressed by respondents regarding communication on the four levels under analysis: with colleagues in the same sector, with those from other sectors, with the direct boss, with the unit director, to which is added the degree thanks to the general communication at the unit level.

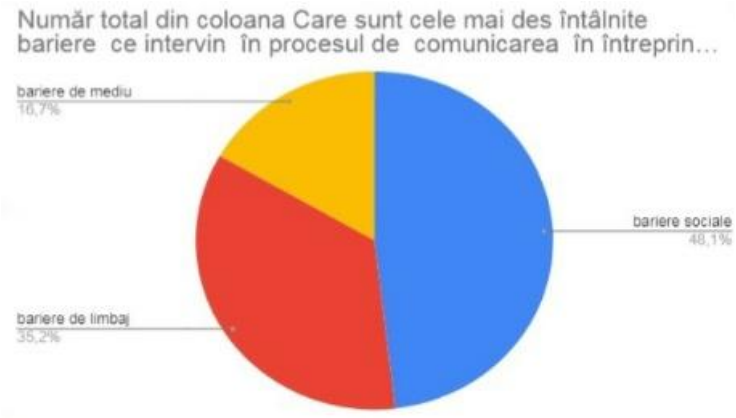

Fig. 1.4. Barriers in the communication process

From the perspective of the barriers that intervene in the communication process and which are mainly influenced by the character of each employee, we can observe and conclude slightly surprising aspects from my perspective. Thus, a fairly high percentage, namely 48.1% of respondents consider the social barrier as the most common barrier in communication, while 35.2% considered language as a barrier in

communication in the workplace. This delicate aspect was also addressed in the last subchapter, namely the psychosocial risks determined by communication within the organization.

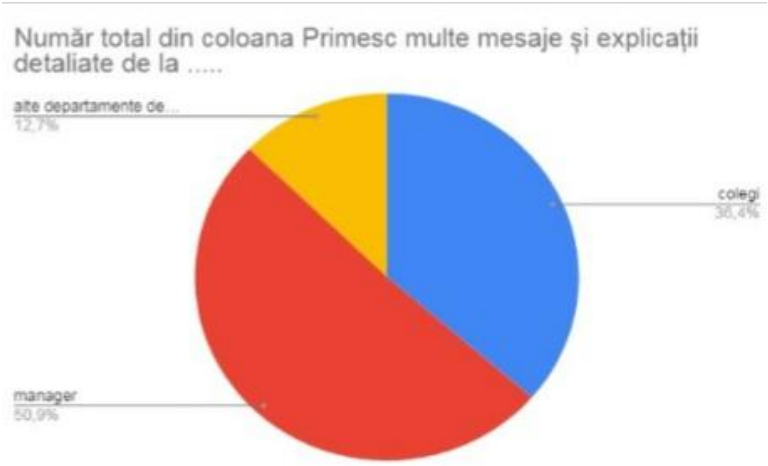

Fig. 1.5. Receiving information

In the situation where the employees need more explanations, they ticked the manager as the broadcaster. A percentage of 50.9% consider that most of the explanations and messages they receive from the manager. This emphasizes the correct and good communication in socio-economic organizations. At the opposite pole, in a percentage of 36.4%, according to the graph above, colleagues are the ones who explain and send more messages when various situations are required.

Communication optimization:

Ways to improve communication:

• presenting the work tasks in a clear way to each employee, so that he understands exactly what is expected of him;

• explaining the reasons that led to the request for the employee's contribution, so that his person understands the meaning of his effort;

• frequent provision of feedback on the quality of performance achieved to motivate the employee to achieve objectives;

• multiplying the communication channels in order to increase the probability of receiving the message;

• repeating important messages to allow their integration.

Presenting tasks in a clear, explicit manner is self-evident. Unfortunately, a lot of managers do not give the necessary time to explain the tasks and the significance of certain actions that they and their subordinates undertake.

These managers may not even have the time to have long and clear discussions with their subordinates. Through feedback the manager will get the necessary information for what he needs to do. Feedback is especially important for the coherence of communication and for maximizing its effects. The feedback indicates the level of understanding and acceptance of the messages, the reactions of the receiver to the transmitted messages. Lack of feedback can lead to a whole series of distortions, misunderstandings that contribute to the perpetuation of inaccurate communication.

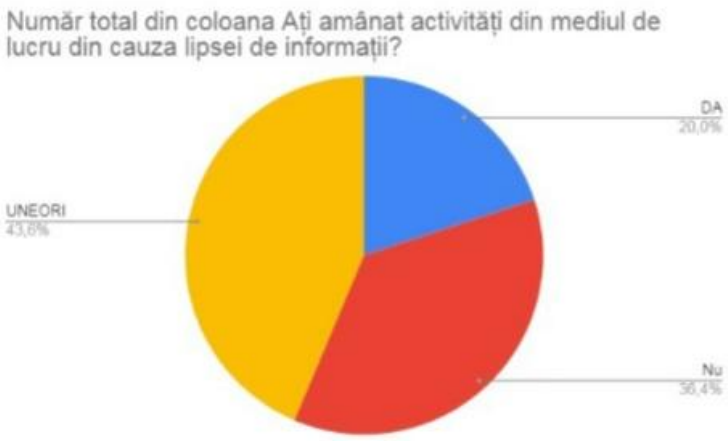

Fig. 1.6. Inconsistent in communication

In certain circumstances, there is a possibility that due to lack of information, employees do not perform their work at an appropriate level and indirectly inconsistencies are created and performance decreases. In May, many of the respondents, in proportion of 43.6%, faced situations where they had to postpone their activities from the work environment, due to lack of information. On the other hand, 36.4% of them did not have to postpone their work due to lack of information.

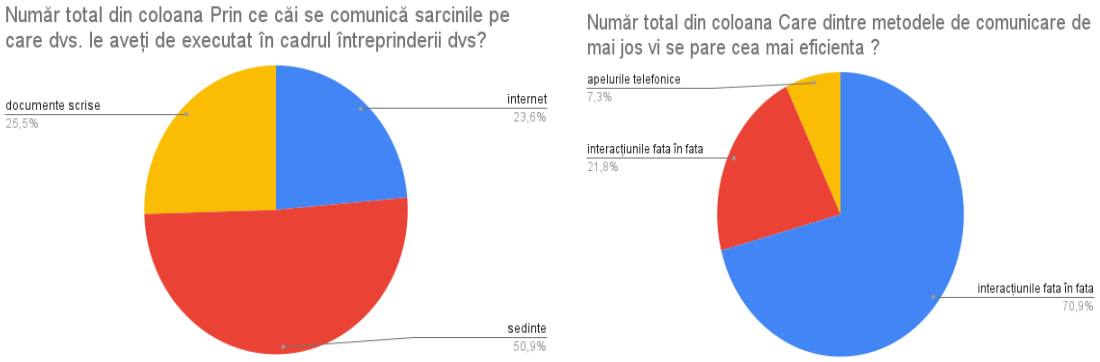

Fig. 1.7. Communication methods

One of the most used methods in the management process is the unilateral and bilateral direct communication, promoted in the form of a meeting. The meeting is defined as a communication method for solving informational or decision-making tasks, by briefly bringing together a group coordinated by a person. As a method of coordination, the meeting synchronizes actions and decisions, behavioral and thinking, being found in all functions of the management process. And in our case, the meeting is the one that occupies a percentage of 50.9% of the total respondents.

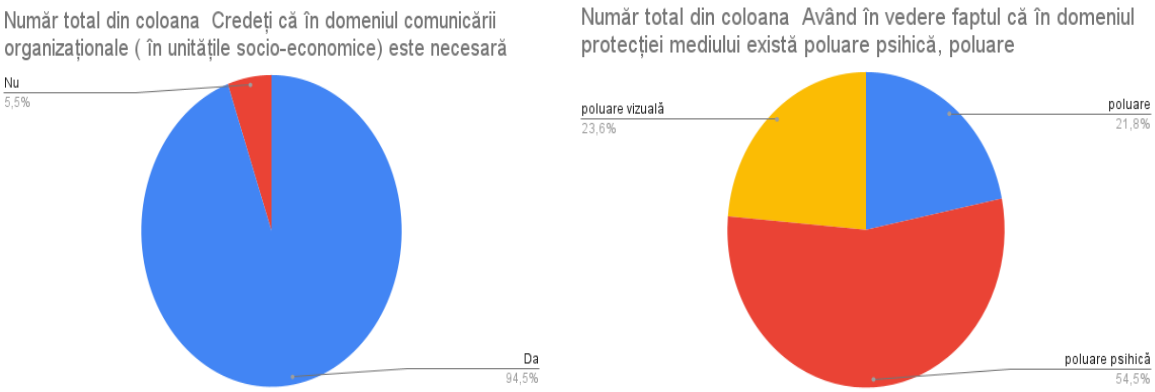

Fig. 1.8. Environmental factors that disrupt communication

Polluting factors belong to nature and life, culture and civilization, ever-changing traditions and mentalities; not least, humanity suffers from nature some aggressions, rarely or not known to the current generation. And what is happening with nature and especially with the climate in recent decades is edifying for the unpredictability and, often, even for the impossibility of counteracting them. It is said that "visible and felt" pollution is combated more easily and quickly than "invisible" pollution. Its removal can only be achieved in a long time, being always necessary to change human mentalities, vitiated by the existence of a society that does not sufficiently cultivate human values, in which money is the permanent concern of members of this society and in which interpersonal relationships they obviously depreciated.

Through all the activities undertaken by people, the state of the environment can degrade, only a few human activities can rehabilitate it. The pollutants of the environment are numerous, and their harmfulness differs from case to case. Their effects on the environment, but also on people, of their lives cannot go unnoticed, often leaving serious traces in social life. In our case, mental pollution is at a high level, indicating a percentage of 54.8% of all respondents. A relatively equal percentage is obtained from visual and noise pollution.

Conclusions:

The role of the human factor in the evolution of forces will increase even more, as the scientific research activity will be more and more oriented towards the requirements of modern market conditions, and at the same time, towards the reduction of license import and development based on the own conception of purchased licenses.

Against the background of the institutionalized framework, the exercise of the role of the human factor depends to a decisive extent on its competence, conferred by the level of professional and political training. The concern of every working person for continuous self-improvement, the effort of each of us to learn, to learn and to learn again, appears as a desideratum of our progress.

In order to achieve high performances, a great rigor is required in formulating the specific requirements of each position. In this regard, vague wording should be

avoided, such as "to ensure proper functioning" or "to ensure a harmonious development" or "to obtain a high profitability".

The attributions and responsibilities specific to each position will have to be formulated as concretely as possible, specifying the criteria that will serve to evaluate and measure the performances of each position holder, as well as the reward and sanctions corresponding to the registered results.

All organizations are made up of people who are at the forefront so that they can more easily achieve their goals.

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