

CZU: 005.32:316.62

DOI: <https://doi.org/10.53486/icspm2022.05>

CULTURE OF ORGANIZATIONAL COMMUNICATION - MANAGEMENT STRATEGY IN MODERN SOCIETY

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ABSTRACT. *This article highlights the indispensability of communication in all areas of social life. Social communication has always been an area of careful analysis and in-depth debate by those interested in the theory and practice of the functionality of social organizations. Moreover, the interest and concern of inducing certain types of communication are evident in all stages of social evolution, regardless of spatio-temporal location. The organization, leadership and development of modern society are possible without the existence and contribution of science as a fundamental way of knowledge, with its own components: hypotheses, concepts, laws, principles, theories and models. When looking at general science, particularly at communication sciences, organizational communication occupies a distinct place, determined by the object of study, the categorical apparatus, but also by the specific ways in which the research methodologies of the study field are used.*

The underlying issue of organizational communication is not just about hiring managers or engaging them in the communication process, but whether they communicate well or unsatisfactorily. The entire management process and, implicitly, the network of relationships that arise within it, are supported by human communication. Achieving the objectives of the organization depends mainly on the quantity, quality, structure, and timeliness of the information transmitted, i.e. interpersonal communication. Starting from the idea that human resources represent a strategic pattern in the current management, the specialists in the field agree with the fact that this will be the main target on which the attention of the competing market will be focused in the future. Therefore, communication is the key to success for every organization in order to achieve the goals set and increase labor productivity.

KEYWORDS: *organizational communication, culture, managerial strategy, motivation, feedback.*

JEL CLASSIFICATION: *F52, I21, I25, P36*

Motto: *„Communication represents us: it is the fabric of a beginner, the experience of a professional, the culture of an organization.”*

INTRODUCTION. The evolution of human society in the information age has determined a dynamic of communication, materialized in communicational thinking. Also, in the conditions of globalization, communication has become a reality that transcends the borders of nation-states. Communication in itself promotes less authoritarian and less hierarchical social relationships. It is "ubiquitous, it rapidly invades all places where social life is organized and, one after another, the various social institutions are seduced by it." [2, p.122] Each act of transmitting a message "is registered to a much wider matrix, comparable, by extension, with culture. This matrix is called social communication. It is the set of codes and rules that make possible and maintain in regularity and predictability the interactions and relationships between members of the same culture." [1, p. 152]

As a specific human characteristic, communication is the binder of individuals in a community, which offers the possibility of knowing their opinions, of homogenization from a psychosocial point of view, and ensuring the normal functioning of the group, regardless of its size and nature.

BODY. A special type of communication is organizational communication. The simplest explanation for the emergence of organizations starts from the finding that "through organizations people can do things they cannot do on their own." [5, p. 15] The members of an organization are people who are able to communicate with each other and participate in the achievement and completion of a common goal. Therefore, communication is the vital flow, which makes possible the performance of an organization. Its quality and functionality depend on how resources are used and goals are achieved. The efficiency of an organization is based on the specialization of functions at the level of departments and people and on the complementarity of these functions. From these basic characteristics of the organizational activity results the need for the exchange of information between departments, between people, between the organization and its socio-economic environment.

In the process of organizational activity, communication plays an essential role, because any system presupposes the existence of an information flow, which makes possible its functioning as a whole. Management communicates its decisions to employees, controls their execution, and decisions are in turn based on the flow of information.

Communication is one of the most difficult aspects of a manager's job. The source of most communication problems is the difference between the content of the message or the impact that the manager intends to convey and the way other members of the organization receive the message. [4, p.26] Communication is undoubtedly in the top five issues that any manager faces, as this is one of the main concerns.

People often say that they do not communicate with each other. The reason is that they did not call for a collaborative, cooperative process - they did not agree on communication schemes, they did not make decisions together, they blamed each other for failures and they avoided each other as long as they could. Therefore, lack of communication is often a symptom of other problems. Not only are communication skills important, but the need for them is indispensable and universal. Everyone needs to communicate effectively with others. Within the working group, various conflicts, tensions, struggles for power or supremacy almost inevitably occur, sometimes some members show a lack of interest in achieving the group's objectives, others - lack of initiative, etc. All groups put pressure on members to persuade them to comply with group rules. In other words, there are "tensions" that need to be balanced. The manager's efficiency depends on the extent to which he can influence them - and the manager influences them through communication. There is no other way to change the attitude, behavior, results of a person or a group.

For these reasons, when expressions such as "we have communication problems in the organization", "we need to improve organizational communication" or "the goal is to increase interdepartmental communication" are used, a divergence in the understanding of nature is rather involuntary. This gives a clearer perception of the concept of communication, of dynamic process, easily identifiable between two defined entities, a process that can be designed and coordinated and, where it is easier, to establish the desired quality and frequency of feedback.

Every company must be defined by a set of values, a mission and principles - elements that are non-existent in the absence of a communication code or able to support them. One of the most

effective communication codes translates into an emphasis on employees: supporting their initiatives, promoting openness to relationships, mutual respect, feedback, are just a few elements of an effective communication code. The communication code can be divided into two distinct categories: on one hand we have formal communication, which concerns the types of information we receive and what we do with them, and on the other hand, we have interpersonal communication - which is much more important for the organizational culture of a company. The communication code always requires personalization. Each company must define its own code, taking into account the profile of employees and the ways in which communication with them can be streamlined.

The process of communication efficiency is very complex, but there are mechanisms and stages that are indispensable for every company in this regard: meetings, interpersonal communication, how information is transmitted, efficient delegation of tasks, proper conflict management are just some of them. A successful company cannot exist outside the sphere defined by organizational communication, and an effective organizational communication is equivalent to one of the most essential steps in order to achieve success in entrepreneurship.

So what does internal communication entail, in stricto modo?

If we quote Russell Grossman [6], it exists to help leaders inform and activate their employees, in a way that motivates them to maximize their performance and deliver the agreed business strategy.

However, in the specialized field, the definition of Dr. Kevin Ruck [8], founder of the UK PR Academy, is much more appreciated. According to him, internal communication represents:

- ✓ providing information, at corporate level, to all employees and
- ✓ concomitant provision of opportunities for all employees to have a say on important issues, and to be taken seriously by hierarchical managers and senior managers.

In other words, internal communication is more than the transmission of necessary information. A communication strategy involves:

- understanding the company's vision by employees and motivating them to achieve the proposed objectives;
- understanding the services and products offered, the problems that may arise in teams;
- highlighting desired behaviors.

Why does internal communication matter?

When we talk about an effective internal communication strategy, two directions are targeted:

1. Helping employees to do their job efficiently and deliver services / products in the best possible way to stakeholders. They understand what they need to do and what their expectations are when it comes to the company's vision and mission.

2. Positive impact on employees by raising the level of performance, retention, innovation, well-being and others.

So people are the most important resource of a business. The value of a company is given by the value of the people who work for it and the quality of the relationships between them.

A Gallup study [8], on the state of the labor market, shows that only 15% of employees, globally, feel motivated at work. That is, they are motivated and emotionally active to spend time at work, have the energy to bring value to the team and to present their contribution to the company's mission.

We better understand the situation if we look at all the figures from the Gallup study [8]. There are three types of employees in a company:

I. Engaged - 15%. They are emotionally engaged and loyal to the company. There are right roles for them, and their talent is appreciated. They come to work with pleasure, take on responsibilities and do more than is required.

II. Not engaged - 67%. They often seem happy and satisfied, but only in terms of image - 'I put in the least effort, I do my job and ... that's about it'. They are not interested in the company's vision, mission or goals. They are not interested in the performance or profitability of the company. With the right approach, they can be motivated.

III. Completely disengaged - 18%. Employees who are toxic, think negatively and complain constantly. They influence their colleagues through their pessimistic attitude.

Starting from this study, we can say with certainty that people give value to the organization. The more inspired and active they are, the more involved and concerned they are with business performance. At the same time, they feel emotionally connected in the relationship with the company they represent.

We think of internal communication as a function in order to provide a framework for communication, dialogue, motivation and inspiration within the organization. Internal communication has the role of action and is interpreted as an input for employees. We think of motivating employees based on the result that we get from investing time, money, effort and strategy in communicating with people and creating a pleasant environment for them. Therefore, it has the role of result and is interpreted as an output.

Other important pillars in an effective internal communication strategy are team motivation and employer branding. In the past, it was easier to activate and unite the team, thanks to outdoor team-building and other offline activities. With the challenge of the pandemic, these opportunities have disappeared, but not the internal need for people to communicate.

Employee motivation objectives, according to the 2012 Engage for Success Report [8], include:

- strategic narrative - visible and communicative managers, who present a convincing story about the direction of the organization;
- managers involved - who support their teams and give individuals the freedom to succeed;
- the voice of employees - employees who feel free to speak, who have several types of opportunities to express their opinion and who are listened to by their managers;
- integrity - the values displayed and declared in the organization are reflected in everyday behaviors. There was no gap between "saying and doing".

The internal communication strategy must be built with all the objectives of the above report in mind. Team engagement initiatives should aim to encourage awareness and practice behaviors in positive psychology, highlighted in the wellbeing calendar: balance, values, care, trust, belonging.

Therefore, the time spent at work, the enthusiasm with which we move towards it in the morning, the personal motivation, as well as the satisfaction with it depend, to a large extent, on communication. There are statistics that have shown, based on research on neuro-linguistic programming, that, in the communication process, a percentage of 7% is attributed, in importance, to the content of communication. Where are the other percentages? Unsurprisingly, 38% are for para-verbal communication, while the remaining 55% are for non-verbal communication. Thus, it is very simple to draw a first conclusion, which we then turn into a hypothesis: in a company, the way we communicate makes the difference between efficiency and inefficiency. Therefore, it goes without saying that effective communication has the ability to increase performance in the workplace.

The communication strategy is the one that provides a clear direction to the organization and allows communication and marketing specialists to have control over the messages they transmit. "Every brand or company that wants to strengthen its reputation and manage its image crises needs to consider a long-term communication strategy," says Kelly Freeman [6].

At the same time, we remind you that the communication strategy also revolves around the image and identity of the organization. The close connection between the communication strategy and the company's image necessarily implies that in the case of opting for a new image, the communication strategy must also change. In this situation, the internal communication aims for the new rules of the organization's identity and image program to be understood, accepted and applied by all employees and company representatives, and the external communication aims to convey to the public the new message, the new direction of organization, the coordinates of the current image. The change of image of the company implies a convergence between identity (visual elements of the organization), organizational behavior and communication strategy.

CONCLUSION. In conclusion, we can say that the communication strategy of an organization is global, redefined with each type of communication. However, in its elaboration, the realities of the organization, the organizational system, its mission and objectives must be taken into account.

There is no perfect method of communication. Each method contains advantages and disadvantages depending on the activity of the organization, the business environment, the communication skills of managers at all levels. The role of participants in the communication is to find the optimal communication options to face the objectives and the tasks outlined.

Communication is the key to success for every organization in order to achieve the set goals and increase labor productivity. By communicating with employees one can see the strengths and weaknesses of the organization, the psychological climate in the team, meeting the needs and requirements of employees, etc. Eliminating negative factors can help ensure higher productivity, higher efficiency and business stability, especially in times of crisis.

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