INTERNAL COMMUNICATION - A PREREQUISITE FOR ORGANIZATIONAL EFFECTIVENESS

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Abstract:
In internal communication, management communication is crucial for success of the company, responsible manager not communicating at random and at will, but as a communication strategy to support the organization's strategy implementation, creating a climate of communication depends on productivity and capacity adaptation of the institution, so its success. Effective managerial communication effect on the character and morale of subordinates is obviously where every employee believes that their success is a significant contribution. Attitudes and motivations of people working in an institution, based on the need for them to feel involved, informed and ready to participate in decisions that affect them.

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1. Conceptual communication
Communication is indispensable for the smooth functioning of any human community irrespective of size and nature. Perpetual exchange of messages generating unit views and action, unifying the knowledge of the aims, ways and means to achieve them, the relative homogeneity of the groups in terms affective (emotional feelings) and motivation (opinions, attitudes).
Given the various definitions and interpretations of the communication data by various specialists, concluded that public communication is not just sending messages, information without the involvement of participants in the process. Unless other interlocutors listen carefully interventions and mutually agree, we can say that this community. In this complex and ongoing communication, both managers and subordinates have to "to discover and converse, disagree and agree, to reject or accept, in major issues and current ones" of the institution. This is organizational communication.
Management communication is a form of interpersonal communication, management tool with which the manager may exercise specific responsibilities: forecasting, training,
organization, coordination, control, evaluation. Being part of the leadership that understands its subordinate manager making it understandable to them, management communication is directed not only to sending messages, but also to change their mentality and psychological adaptation to business objectives. Managerial Communication is a subsidiary of leadership that circulates information about the outcome of decisions, returning to the center of decision making it possible to agree to the implementation of the objectives and the results of planning. The importance of communication in organizations is due to the complex nature that this process is at this level. Thus, in any organizational setting numerous communications networks, namely communication channels found in specific configurations that make up the communications system. Particularly its role in ensuring the functionality and effectiveness of the activities in an organization is generated mainly by:
- The volume, complexity and considerable diversity of existing targets in the subsystems of an organization, due to the impact of national environment variables, as well as of international
- Profound changes that occur with the evolution of social and economic legislation in each term, and have a particularly strong impact in each organization in its dimensional and functional characteristics: for example, groups and how their design and operation, the also communications play an important role in decision-making framework, to enhance the links between components groups to strengthen their cohesion;
- Members of a work organization leadership positions.
Managers fulfill three roles: interpersonal, informational and decisional. Of these, informational roles of monitor, speaker and spokesperson, are those that define communication and information flow can be identified in other roles. According to the hierarchical level that a person occupies, communication can mean up to 80% of the time it consumes.
In conclusion, communication means almost everything in an organization, as long as the quality of communication depends on understanding the problems faced by every employee, from manager to employee on the lowest hierarchical level, sustainable relationships between them, the capacity manager to motivate and to lead subordinates, and relationships with the external environment in which the institution is taken very useful information for its proper functioning.

2. Types of internal communication

The great diversity of forms of communication developed within organizations requires their inclusion in certain classifications, using several criteria.

a) Depending on the direction, communication can be: downward, upward horizontal diagonal.

- **Downward communication** is down usually hierarchical relationships, being carried up from the top management to executive levels. Its content is given by the decisions, regulations, instructions, forwarding documents, requests for information. The main problem of this type of communication is the high probability that the message is filtered as it is pumped from one level to another, as each level can interpret messages according to their needs or objectives.

- **Upward communication** is the transmission of messages upward by subordinate chiefs direct and successively higher levels of management. By convey those reports,
requests, opinions, complaints. The role of upward communication is essential for effective communication process, as show messages sent by manager’s reception. Also, through its senior management shall inform the morale of staff on communication barriers, level and form most commonly recorded offenses.

- **Horizontal or lateral communication** is established between individuals or departments located at the same hierarchical level. The role of this type is to facilitate the coordination of activities aimed at common objectives, excluding the intervention of senior managers.

- **Diagonal communication** is practiced in situations where members of the organization cannot communicate through other channels. For example, the use of project management, communications frequently occur in diagonals between the project team and the rest of the compartment structure.

b) When the *mode of transmission*, communication can be: written, verbal, non-verbal.

- **Written communication** is used in high proportion in organizations for requesting or sending internal memos, reports, decisions and plans, letters addressed to persons inside or outside the organization. Beyond where written communication is essential in practice there is the so-called "myth of paper".

Studies in this regard show that about 75% of documents circulating in an organization are addressed to a single person, 10% is for two people and only 6% are destined to three or more persons.

Although not very nice - few managers who like to write or read reports - written communication is inevitable. The major problems faced are those of clarity, conciseness, accuracy which addressed properly, can turn into advantages of this type of communication.

- **Verbal communication** is the most frequently used within the organization. Experts say that 70% of internal communication is done verbally. In general, verbal communication includes accounts of situations, facts, occurrences of existence, feelings and reactions to certain situations, the central, opinions about us, others, society and culture. Opinions, attitudes expressing an individual's position in a specific situation subjectively.

Verbal communication manager not only requires the ability to emit signals, but also that of listening. Practice shows that listening is marked by a number of shortcomings.

Experts say that only 28% of adults listen to what they say. As it concerns managers considered that if they were to increase listening ability to execute the same task with the same results, time consumption could decrease by up to 30%.

In carrying out management relations, verbal communication has a number of *advantages*:

- direct relationships customized between managers and performers, giving employees a sense of participation in organizational life and care;
- speech flexibility, allowing adaptation at the level of message reception by tracking responses of participants in the discussion;
- high speed transmitter and receiver.
Studies show that the relative speed of intellectual activities compared to speech is understanding 3-4 times faster, twice as fast reading, while writing consumes 4-5 times longer;
- Information can be more emphasize and persuasive;
- allows rapid recovery situations and immediate action in case of emergency;
- costs are reduced by 50% compared to those of written communication.

The disadvantage of this type of communication regards the fact:

- Requires the simultaneous presence of interlocutors, multiplying the time spent;
- successive transmission through different hierarchical levels is difficult and of great informational material losses.

Thus, the practice shows that, on average, downward communication protocols issued by the Board fully reach executives in 63% to 55% of heads of departments at the Head of division 40% to 30% foremen and the workers only 20%.

Regarding upward communication protocols, losses are even greater. Thus, the content of messages transmitted orally workers; only 10% reach the Board.

- **Non-verbal communication** can be an effective tool, handled skillfully, facilitates issue and deciphering messages. The characteristic of this type of communication is its competition with verbal communication, which allows the transmission of messages even while discussing partners.

Almost 90% of a message is transmitted by non-verbal. Gestures, facial expressions, posture represents stimuli that can be successfully used to increase the effectiveness of interpersonal communication.

From all those types of non-verbal communication we can remember the facial expression. Due to increased socialization, people have learned to hide their moods, controlling remarkably expressions. Thus, we can speak about a public face, which people approach work, in business, in society in general and a particular face, which occurs when they want to relax or when alone.

c) **Upon the official degree**, communication can be formal and informal.

- **Formal communication** includes all messages upward and downward moving channels organizational relationships. It can present in different forms: spoken, written, directly and indirectly bilateral and multilateral. Whatever form is used, the communication remains a need to regulate the functioning of organizations. **Informal communication** includes rumors and gossip. Due to lack of information or information that may appear truncated in the process of interpersonal networking, informal communication seeks to eliminate uncertainty, curiosity and anxiety of people.

In the communication process **communication barriers** may arise following:

A) **At the transmitter and the receiver**:
The emotional state of the receiver, routine influencing responsiveness, self-image transmitter and receiver and the other party's image, different characterization of the situation by sending and receiving communication, lack of attention in receiving the
message, the message hasty conclusions, lack of interest to the message receiver, feelings and intentions of the participants in the communication situation.

**B) At the level of language:**
The same words give different meanings for different people, especially because of differences in terms of training and experience, difficulty in speech, expressing the awkwardness of the message by the sender, using words or phrases confusing.

**C) In the context:**
- Inadequate physical context (high noise);
- Inadequate information support.

Diversity causes of difficulties and disturbances related to the process of communication makes the existence within that system adjustment possibilities, adaptation and transformation.

The core of this adjustment is the feedback, which allows the receiver (citizen) to give feedback and transmitter (public official spokesman of the institution, and so on) to register.

Communicator's ability to respond adequately feed-back is crucial to the effectiveness of communication.

*Feedback functions are:*
- Understanding control function (message reception in good condition);
- Adapting the message function characteristics of participants (to the difficulties or other events that require a change in content or form);
- The function of social control through flexible roles and functions performed by various characters involved in communication, able to facilitate understanding of the other's point of view;
- Socio-emotional function (feedback increase internal security and satisfaction actors).

**3. Aspects of internal communication within organizations**
Following a study conducted at 5 small businesses, based in Bucharest, with more than 20 employees, the survey was conducted online by distributing a questionnaire with 23 questions (19 questions and 4 to identify content on the principle funnel), it was next research report presented in summary.

In general, communication environment is favorable, and level of achievement of communication, medium-high, which emphasizes the increased importance of communication in organizational activity.

The situation, however, varies from one department to another. In some, the trend of democratic communication: line managers often send messages motivation / action style resort and dynamic, egalitarian, focuses not only on information communication function, but also on the behavioral / persuasive, involving employees the discussion / decision making communicative activity is ethical, moral. In others, communication is authoritarian-bureaucratic, manipulative, they monopolize the discussion, it underestimates the role of nonverbal communication and feedback etc.

Regarding horizontal communication within departments, the majority of respondents identified as the main element colleagues communicating. Horizontal communication elements identified here, which underlie good working relationships and a pleasant climate in the organization.
Verbal form of communication is most prevalent in the company departments and the role of nonverbal communication in the work of each employee was determined to be important at a rate of 60.9%.

On persuasion management in some departments / sections Managers / Heads influence / change attitudes and behavior through persuasion, in order to achieve the targets, to achieve better results at the organization level, they argue, demonstrates counters and neutralizes objections, using different methods, have ethical behavior in tense situations, meet adverse opinions. In others, the counters and employees are involved in decision making etc.

Were revealed some reasons / circumstances / factors which deficiencies in communication within the organization.

Regarding the interpersonal / in-house process of communication, descending was found that not all managers / leaders correctly perceived notion "to communicate ", which involves the ability to be a good communicator and not effectively practice internal communication functions.

Stimulation and improvement of persuasive communication process involving conducting extensive action in several areas: improving organizational communication environment, improve the activity of vertical and horizontal communication, effective business communication within the company and its departments.

- Improving the environment involves organizational communication: persuasive motivating organizational and interpersonal communication, persuasive communication providing clear, accurate and concise, development feedback, effective organizational and managerial persuasion process.

- To improve persuasive communication activity is recommended for managers: giving work to restructure the stereotypes / outdated mentality and adopting effective management strategies and persuasive communication, limiting communication standard, authoritative and developing relational communication behavior, democratic, to show availability and openness to communication and persuasion, to become the source of a sound moral and ethical, to continuously self-perfecting, assimilating new knowledge theory and practice of persuasive communication, knowing and applying different methods, techniques, tactics with positive influence, adapting methods and techniques effective institution-specific conditions using ethical methods of argumentation, demonstration, counter-argument, and so on;

- To improve the efficiency of internal communication, ascending and descending, the company is considered appropriate: simplifying language, use informal communication channels, and careful monitoring of communication and active listening. Some ways to lower efficiency of internal communication note: empathy, fostering mutual trust, effective planning time and increased use of communication feedback community.

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