

## COMMUNICATION STRATEGIES AND EFFICIENCY IN THE CONTEXT OF ORGANIZATIONAL CHANGE

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**Abstract:** *Communication plays a key role in effective public relations. Communication, in the modern sense of management, is a vital component of the management system of any organization. Managerial communication, as a basic tool of the manager, it is a philosophy of the manager and not a mechanical action. The strategic resources of any organization become information, knowledge and creativity. Managerial communication is related to management functions, communication functions and organizational culture. The purpose of managerial communication is to achieve a correct, relevant and efficient information flow on the horizontal and vertical of the organizational structure. The communication is made according to certain professional, ethical and moral norms that ensure the stability and functionality of the organization.*

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### 1. Introduction

Communication plays a key role in effective public relations. Communication, in the modern sense of management, is a vital component of the management system of any organization. Two-way communication between both parties is essential and information must flow in the desired form between the organization and the public. The receiver must understand what the sender intends to communicate for effective public relations. Recipients (public, target audience, stakeholders, employees, investors) must clearly understand the sender's message. (organization in this case).

Managerial communication is a form of interpersonal communication, a basic tool of the manager, with which he can exercise his managerial duties: planning, organizing, motivating-coaching, coordination, control-evaluation and achievement of proposed objectives. Communication thus becomes a manager's philosophy and not a mechanical action. The strategic resources of any organization become information, knowledge and creativity. Why does a manager communicate? Managerial communication is related to management functions, communication functions and organizational culture. The purpose of managerial communication is to achieve a correct, relevant and efficient information flow on the horizontal and vertical of the organizational structure. The communication is made according to certain professional, ethical and moral norms that ensure the stability and functionality of the organization.

Intercultural communication at the company level is an intensely researched aspect at present, especially due to the multitude of types and particularities that it presents.

Thus, we meet people who have a direct, concise and clear communication style, who approach the discussions openly, but also people who communicate mainly bypass, indirectly, who use nuances and implications, who are more hesitant. There are also differences between the sexes or between different age groups, belonging to a certain culture, in terms of communication. And the list goes on.

### 2. Multiculturalism în organizational communication

The theme of multiculturalism considers, first of all, the attempt to settle these cultural clashes, as well as the capitalization of the enormous potential that diversity can ensure in order to develop an organization. Currently, there is even talk of a new profession, that of manager of corporate diversity.

But in order for a multicultural organization to function properly, first and foremost, its members must communicate properly.

Therefore, in the following, I will describe the main characteristics of organizational communication and its particularities in a multicultural context.

Communication is an aspect of reality that offers a multitude of possibilities in the social and organizational context, it having an extremely important role in people's lives.

The idea that communication is an essential element in a person's individual and social existence is widely accepted in the community of psychologists, sociologists and anthropologists. In some scientific circles, it is considered as a sociogenetic factor, without which one can not talk about the existence of human society. This is because society is a system made up of individuals and groups that communicate with each other, and as a result, one can speak, in the end, even of an approach of society from the point of view of communication theories.

Specifically, one cannot imagine a group life and the development of interpersonal relationships in the absence of communication. The various forms of organization of social life remain meaningless if communication is not involved, it is considered a lubricant that acts between different mechanisms of enterprises.

For the organizational environment and its different contexts, communication is what ensures its cohesion and consensus, just as, in some situations, it can determine its dissolution, by dividing the members of the organization. Communication is the most important link in the organizational link, its strength or weakness depending, to a large extent, the strength or weakness of a company. And, for this reason, I will focus below on the major issues involved in organizational communication.

Organizational communication has long been an attractive topic of research. Starting from the classical theories of communication and continuing with the neoclassical and then modern ones, there is practically no specialist who has not approached, from one perspective or another, this concept.

From the beginning of the studies on organizational communication, specialists have been concerned with hierarchical communication within companies, how information is transmitted horizontally and vertically, between employees and between bosses and employees. The study of the way in which employees communicate with each other determined the emergence of a new research perspective - the more detailed study of informal communication.

Modern theories take a non-integrative perspective in approaching communication, which can be extended to the organization as a whole. In this context, there is a growing awareness of the role of external and environmental factors, especially technological ones), but also the need to correlate them with psychological and social phenomena.

### **3. New strategies in organizational changes**

Changes in the environment in which an organization operates also lead to other actions, such as redesigning internal activity, introducing new strategies, together with the whole set of communication relationships and also building a new organizational culture. The need to restructure and reorganize a company is generally seen by employees as a stressor and frustrator. Therefore, various information that creates panic (in the form of rumors)

begins to circulate on informal communication channels, which undoubtedly and perhaps affects the way the organization works. The fact that you can control the entire flow of information in a company is an illusion. Instead, it can be controlled to a certain extent by the official transmission of truthful, accurate and relevant information about the changes that will take place at the organizational level. These messages should also always be accompanied by the idea that change is not accompanied, as most tend to believe, by negative consequences, and therefore by negative feedback from employees, that change within an organization is it is natural, especially in the competitive market, that the restructuring of a company does not entail penalties and dismissals, that it is an absolutely necessary thing in the survival of an organization.

Both types of communication, both formal and informal, must emphasize that change is a beneficial action for everyone, both for the organization as a whole and for the employees. If this message is conveyed in this form, the result will be a considerable reduction in tensions within organizations, a more relaxed adoption of the changes that need to be made in terms of organizational culture and climate, and employee loyalty to policies and the strategies the company has chosen. Last but not least, in this way, positive messages will arrive in the external environment. This last aspect is particularly important because, coming on an unofficial channel, but which confirms the public position of the organization, the message sent about the positive changes within the organization becomes much more credible.

In the same vein, it is very important to specify that employees must know exactly the situation and believe in it, in order to be able to transmit to the outside world positive information about the company in which they work.

The literature considers that the mission of organizational communication refers to:

- ensuring that employees have understood and support the changes that will take place within the organization;
- forming the organizational culture and influencing it in the process of adapting to changes in the environment;
- influencing the attitudes and behaviors of employees regarding the quality of products and services offered and customers.

But such a communication strategy can only be achieved if a participatory management style is adopted. On the contrary, an authoritarian managerial style, which does not encourage participation and does not provide feedback, which promotes a rigid type of relationship between departments and levels of the organization, can not have enough resources to change the mindsets of its employees, which is fundamental. in building a high quality organizational culture.

And in order to achieve this goal, it is necessary that it meets certain conditions:

- to be made permanently, without interruptions and to use all the supports that are at the level of the organization; when there is a need to redesign an organization, there is no question of intensive communication - this redesign only needs to be announced, explained and then introduced through communication;
- the communication must be clear and simple, in the sense that all the basic concepts and the motivation for redesign must be expressed in the understanding of all employees;
- be dramatic;
- to act especially on an emotional level, less on a cognitive level;
- suggest both the importance and urgency of the redesign process.

In parallel, external communication must convey to the target audiences the same positive image of change within the organization, especially in this case, by highlighting the

positive values that this change has for both beneficiaries (suppliers, customers, investors) and for the general public, the media, the community at large.

Therefore, organized communication involves agreeing with the objectives proposed by the organization, which can be achieved by achieving the optimal dosage between formal and informal communication, between external and internal communication. It should also be borne in mind that communication problems that inevitably arise in any organization cannot be solved using a single network or in a single way to react. And, strange as it may seem, identifying as clearly as possible the objectives and needs of an organization is in the field of communication, not marketing. Communication is also the one that facilitates the understanding of the psychological and sociological aspects of the organization's functioning, the achievement of coherence and concentration, the reconsideration of the techniques used, which are in fact the major objectives of communication as a process.

A company that wants to be a communicator must have certain characteristics, as follows:

- be open so that it can communicate with the external environment, in which the transmission and reception of messages are interactive;
- be evolving, promote innovation and try to eliminate routine;
- to be explicitly oriented towards the finality, in order to create a framework as adequate as possible for the realization of the formal communication;
- to have flexibility, in order to ensure the best possible dosage between formal and informal communication;
- to hold employees accountable, in order to avoid possible artificial accumulations of power, by storing information;
- to have a dynamic character, so that it can create, through information and specialization, then communication, the internal potential of the organization and the means by which reality can be transformed.

As such, a communicating organization cannot be a bureaucratic one, because it involves an organization of work that promotes team spirit, the involvement of all employees and a participatory management.

So, when talking about a communicating organization, it is necessary to consider a number of essential elements of organizational restructuring.

First of all, the fact that the restructuring has an organized character, which must include the diagnosis of the problem in the organization, the elaboration of a strategic plan, but also the mobilization of all the resources necessary for its implementation. This restructuring must take place at the level of the entire organization and its objectives must be promoted by the decision-makers, who also manage the effects of the restructuring. Another aspect is related to the restructuring programs, which must aim at healing and increasing the efficiency of the organization. Last but not least, the changes that take place within the organization must be the result of deliberate managerial actions, and the procedures that are used can include a wide range of actions, from technical and technological changes to specialization and retraining programs for employees.

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Managerial communication, as a basic tool of the manager, it is a philosophy of the manager and not a mechanical action. The strategic resources of any organization become information, knowledge and creativity. Managerial communication is related to management functions, communication functions and organizational culture. The purpose of managerial communication is to achieve a correct, relevant and efficient information flow on the horizontal and vertical of the organizational structure. The communication is made according to certain professional, ethical and moral norms that ensure the stability and functionality of the organization.

Frank Luntz, one of the most well-known communication professionals who elaborates the speeches of great politicians, wrote the book *Words That Work: It's Not What You Say, It's What People Hear*, which contains the results of studies and surveys conducted in this direction.

#### 4. Conclusions

Finally, here are some suggestions to improve communication, to be as effective as possible:

1. Simple: Use simple words. Do not use lesser known, complicated words or twisted expressions, because you risk not having misunderstood or misinterpreted and thus the goal of communication is not met.

2. Short: Do not use long and complex sentences. Short sentences are best imprinted in memory and are the easiest to understand.

3. Giving credibility: Your words must be sincere, credible. Lincoln said you can't fool everyone all the time. Your words must not contradict your deeds, because then they lose their value and communication has failed. The words you use become part of you, and you become the words you use.

4. Considering the nonverbal message: The tone in which you speak and the way you express yourself are as important as the words themselves.

5. Giving explanations: The more you explain why you say certain things, the better you will be understood.

Everyone has the right to have their own ideas, opinions, feelings and also the right to express them. They will not bother anyone as long as they are communicated effectively.

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