ORGANIZATIONAL COMMUNICATION

Amelia RUS

Incipio Vita
Arad County, Romania

Abstract:

In an organization formal and informal communication is used. Organizational communication has the function to inform, persuade and promote goodwill; the flow of communication could be formal or informal. The concept of bounded rationality which challenged assumptions about the perfect rationality of communication participants was introduced by Herbert A. Simon.

Key words: formal , informal communication, good information, performance

1. Introduction

There is a process of influencing the attitudes of people who interact not immediately, but involves a mediator mechanism: communication. Different types of interpersonal order effects perceptive, sympathetic and functional are conveyed through communication, which is the main form of manifestation of psychosocial interaction.

The communications is mentioned for the first time by Adam Smith (1723-1790) in whose opinion communication helps to organize collective work and structuring economic areas.

In 1947, Herbert A. Simon, wrote that communication is "absolutely essential to organizations"[1]

In 1950, organizational communication focused on the role of communication in improving life and organizational output.

Anglo Saxon literature assigns a culture barely organizations in the 60s when the term "organizational culture" becomes synonymous with the "organizational climate".

In the 70s appears the concept of "corporate culture".

In 1990, organizational communication focuses on communication's possibilities to oppress and liberate organizational members.

In 1992, Grunig define communication as "the key to excellence and organizational effectiveness ".

"Organizations have their own culture just as people personality. Organizational culture acts as an invisible force behind things. It includes symbols, ceremonies, expressing the values and methods specific beliefs. A set can be defined as a more or less coherent values, meanings, behaviors and practices that provide behavior guidance organizational."

Internal communication in organizations has to be fast, simple and selective. It is intended: to listen: (barometers of opinion surveys, internal surveys, information

---

[1] Herbert Simon, *Administrative Behavior*, 4th Edition, p 208

networks); to inform (written media, broadcasting, electronic media); build (the harmonization of internal external). In all these levels of communication new communication technologies increasingly penetrated.

2. Organizational communication

The definition of organizational communication as balancing creativity and constraint focuses on "how individuals use communication to work out the tension between working within the constraints of pre-existing organizational structures and promoting change and creativity."[2]

The communication process within organizations can be intense divided into the following categories:
1. **Operational communication** include the whole range of what binds employees the organization in achieving its goals. Internal operational communication include: orders and instructions from supervisors workers; verbal dialogue between workers in labor issues; statements made by staff in various areas - production, sales, finance, inventory, maintenance etc.
2. **Institutional communication** strictly refers at what is the best operating communication system: between who is the communication, witch structure is the central and which is the marginal in the communication process.

Communications is essential for the existence of the organization. Organizational Communications is a process which involves creativity, exchanging ideas, interpreting and storing messages, empathies, responsibility and fulfilling the goals of the organization.

In an organization, communication is a process that involves two people, a sender and a receiver. If the receiver understand the message in the way that the sender intended, that communication is a success.

Organizations are using formal and informal communication channels.

Formal communication is the process of sharing official information with others who need to know it, and has tree forms: horizontal communication, upward communication, downward communication, outward communication.

Informal communication constitutes the central nervous system in organizations; the information is shared without any imposed obligations. The benefits of the informal communication are: the reduction of anxiety and stress control, the identification and solving the problems, space for creating a common organizational culture.

To manage the communication in organizations, the manager has to show that he has some special skills like: oral presentation, writing and interpersonal skills.

Organizational communication context can involve public context (for informing or entertaining, the manager is addressing to several employees), small group context (from 3 to 20 employees who work together for achieving mutual goals), interview contexts (involve the manager and the employee, one is asking the questions, the other is answering), brief encounter contexts (two people who interact freely to share information).

In organizations, communication attempts to share personal images of reality through verbal and nonverbal behavior.

---

[2] Eisenberg, E. M., Goodall, H. L., & Trethewey, A. (2007). *Organizational communication: Balancing creativity and constraint,* 5th ed. Boston: Bedford/St. Martin's.

ORGANIZATIONAL COMMUNICATION

In 1997, Neher present the "primary functions organizational communication: compliance-gaining, leading, motivating and influencing, sense-making, problem-solving and decision-making, conflict management."[3]

Types of organizational communication: external communication (letters, fax, direct mail, internet, telephones, websites) and internal communication (team briefing, notices, reports, e-mail, memos). The external communication can be made with the employers, community organizations, training providers. The internal communication is in fact the communication within a company.

Communication involves gathering good information, give good information (because the information has to be concrete, correct and concise, complete) and especially mutual respect. The barriers to communication are: the selective perception, the information overload, the emotions, the language, social anxiety.

In every organization, communication help employees to pursue the goals of the organization improve organizational and individual performance is very important for the organizational culture.

Some barriers to effective communications, are:
- A negative attitude towards the situation presented/created
- Overload information
- Bad communication skills
- Credibility of source
- lack or failure of communication rules
- interruption or distortion of messages
- language barriers
- environmental (noise, big distance between transmitter and receiver, improper media tools), differences in status (symbols, hierarchical levels)

"The components of organizational culture are:

- 1. **Myths and beliefs**: link to the organization's past, the common experience of its members. The common history is an interpretation based on generation collective: memorable events from the past are retold and romanticized turn into legends to newcomers in the organization. Legends, myths, beliefs are built usually around some people who had the evolution and influence of the organization's mission ("heroes" whose viewing organization ideas led to success or collective built unit). Legends values and demonstrate the functionality of current member's attitudes to adapt to external reality.

- 2. **The system of metaphor** and idiom refers to the common language of the members of the organization, terms unknown individuals beyond. Symbols, ceremonies, rituals: while symbols are graphics, ceremonies are entered in the tradition organization events are opportunities for members reaffirm the unity and reaffirmation of values. Instead, rituals are important moments in the organization who have a fingerprint solemnity, even if not actual events. The role of the ceremonies and rituals is to express the unity and collective identity. For projects of cultural change, ceremonies, represents a good opportunity to link the old set of values and one who wants to introduce.

- 3. **Values and norms**: values are ideas that are regarded as values interpreting reality and individual leadership behaviors in the organization. The rules relate to translate values into attitude, is "values in action". Values and norms transpire in all actions

---

[3] Neher, William W. *Organizational Communication: Challenges of Change, Diversity, and Continuity,* 1997

members (relations with those outside the organization) but also in all strategic actions (regulations, declarations, partnerships, and others. a.)"[4]

Organization Communication takes place in:

- Meetings (Briefings/ Project Performance)
- Interviews (e.g. When recruiting, development etc)

Communication in Organizations can be over many different mediums/forms such as:

- Emails,
- Memos & newsletters.
- Face to Face
- Teleconferencing/Phone Calls

„There were a great variety of rules invoked, some general, some particular, some commonsensical, some rather idiosyncratic. Many cases entailed combinations of causes and influences. Indeed, the categories of policy, individual judgment, culture, and management are interrelated in complex ways.

A given rule can be written or unwritten, acknowledged or unacknowledged, reinforced or not reinforced, functional or dysfunctional, and complied with or not complied with.
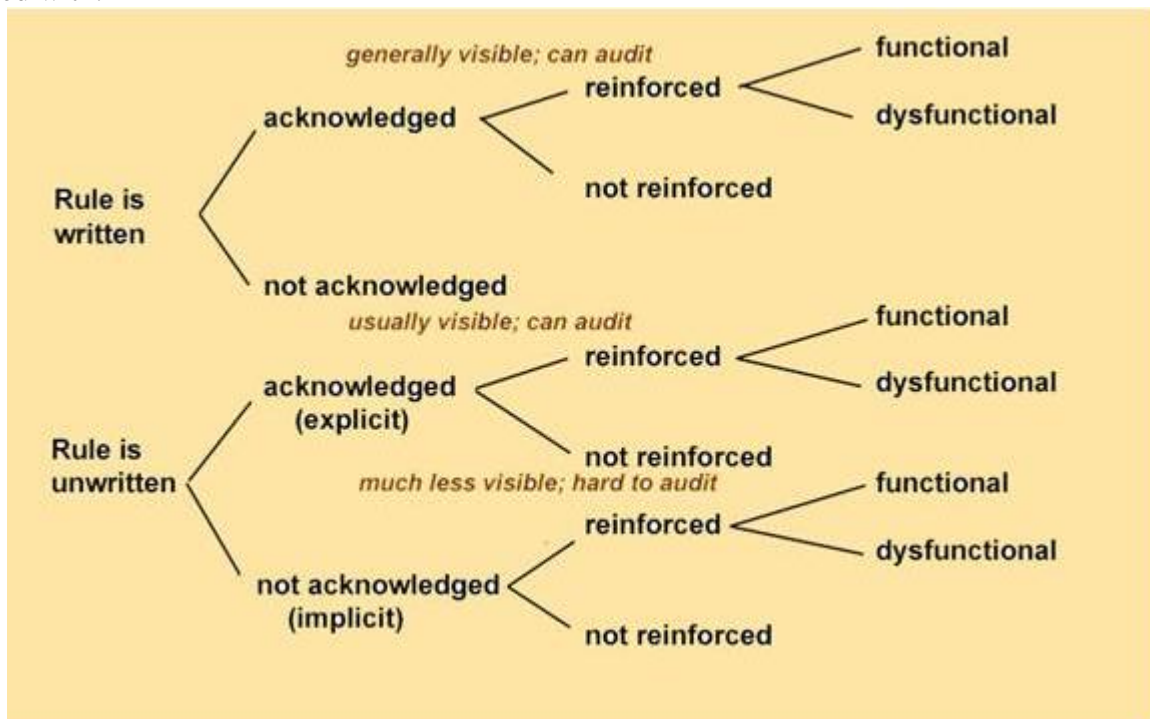

Figure 1. Possible Rule Configurations"[5]

"Effective communication may contribute to organizational success in many ways:

---

[4] Diana-Maria Cismaru, *Internal communication in organizations*, Triton, Bucharest, 208, pp. 96-97

[5] Gilsdorf, Jeanette, *Organizational Rules on Communicating: How Employees Are -- and Are Not -- Learning the Ropes,* Association for Business Communication *Journal of Business Communication,* Volume 35, Number 2, April 1998, 173-201.

- It builds employee morale, satisfaction and engagement.
- It helps employees understand terms and conditions of their employment and develops their commitment and loyalty.
- It educates employees on the merits of remaining union-free (if that is the organization's goal).
- It gives employees a voice—an increasingly meaningful issue for increasing employees' satisfaction with their employer.
- It helps avoid misunderstandings and potentially reduces grievances and lawsuits.
- It improves processes and procedures and ultimately creates greater efficiencies and reduces costs."[6]

3. Conclusion

Better the communication, better the performance in organization. The key to success in every organization is organizational communication. Organizational communication involve employees working together to achieve individual or collective goals.

"Communication is not only an essential aspect of these recent organizational changes, but effective communication can be seen as the foundation of modern organizations"[7] (Grenier and Metes 1992; D'Aprix 1996; Witherspoon 1997; von Krogh et al. 2000)

References:

[1] Cismaru, Diana-Maria, *Internal communication in organizations*, Triton, Bucharest, 208, pp. 96-97

[2] Eisenberg, E. M., Goodall, H. L., & Trethewey, A. (2007). *Organizational communication: Balancing creativity and constraint,* 5th ed. Boston: Bedford/St. Martin's Herbert Simon, *Administrative Behavior*, 4th Edition, p. 208

[3] Gilsdorf, Jeanette, *Organizational Rules on Communicating: How Employees Are -- and Are Not -- Learning the Ropes,* Association for Business Communication *Journal of Business Communication,* Volume 35, Number 2, April 1998, 173-201.

[4] Neher, William W. *Organizational Communication: Challenges of Change, Diversity, and Continuity,* Boston, Mass. : Allyn and Bacon, 1997, p. 280

https://www.shrm.org/resourcesandtools/tools-and samples/toolkits/pages/managingorganizationalcommunication.aspx

---

[6]https://www.shrm.org/resourcesandtools/tools-and
samples/toolkits/pages/managingorganizationalcommunication.aspx