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**The Communication – An Important Factor in
Organizational Management**

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Abstract: The purpose of this approach is to highlight the role of communication for the success of the organization. At the same time, the communication is a vital tool in achieving organizational objectives. When considering the leadership of an organization, a good manager must perform the functions of planning, organizing, hiring, motivating, and controlling through communication, to achieve the desired performance. Even though some managers consider the fact that effective communication is necessary only for the motivation part, in communication the reality is that it is indispensable in the performance of all management functions. Organizational communication is seen as the mainstream of efficiency and organizational performance.

Keywords: management; communication; organizational performance

1. Introduction

The act of communication is, in its essence, an attempt to influence the other (individual, group, organization). The unity of the organization is ensured by communication. We propose to argue that the members of an organization simultaneously correlate their efforts and modify, due to managerial communication, their perceptions, attitudes, opinions, behaviors and feelings, contributing to the configuration of the organization's specific climate.

The hypothesis from which we start our study is that the managerial communication process is fundamental for the success of any organization. We must not ignore the fact that the staff also has a significant role, who must be sufficiently informed and listened to. The image of the organization in the external environment is created according to what is going on inside it: socialization processes, processes of formation, sedimentation, and internalization of the organizational culture.

Organizational communication systems are born, together with the organization, both at the formal and informal level. An organizational communication system presupposes the existence of formal principles and norms (legal regulations, internal regulations, procedures), traditions, principles, procedures, etc., of an informal nature, which govern the process and results of communication. To these are added communication networks, communication means and techniques, communication roles performed by process actors (individuals and departments), responsibilities. Organizational communication is a process, usually intentional, of exchanging messages between people, groups and organizational levels within the organization, with the aim of achieving both individual and collective objectives.

Communication in the organization has the mission of positioning the acquiring organization, thus a different identity from the competition. This type of communication can be formal or informal.

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Research Method

As a research method, we used the method of identifying the types of communication within organizations and the skills and techniques that aim at favoring the internal and external links of organizations. The organization that aspires to performance should have effective and prompt communication policies and procedures to avoid delays, misunderstandings, confusion, or misrepresentation of facts and to establish harmony among all involved persons and departments participating in the organizational functional act.

In addition to the structural aspect, communication also mobilizes other aspects of the organization's existence: technical, economic, psychological, educational, cultural, etc.

2. Case Study

Organizational communication assumes as its objectives the circulation of information, the knowledge of the initiatives of work teams, the facilitation of expression, the mobilization of human resources.

By restoring the order through a manifest identity of the organization, organizational communication establishes the system of belonging and facilitates the dynamics of change. All this leads to the knowledge of the organization and the creation of a positive image. The organization must regulate both its flows, information, and communication skills. Organizational communication makes it possible to present work reports, suggestions, comments, express dissatisfaction to managers.

In organizational spaces we encounter two types of communication, namely formal communication, and informal communication. The first type, depending on the orientation or direction of communication, is subdivided into vertical communication (upward and downward) and horizontal communication. The second type, depending on the number of members and the distribution and circulation of information, is also subdivided into several forms, the extremely well-known one being the grapevine. The information transmitted through the grapevine has the role of filling information gaps and clarifying managers' decisions. They become extremely active during times of change, choice, anxiety.

Managerial communication is a fundamental process of mutual interaction at the level of the organization, based on feedback, in which managers at any level transmit ideas, feelings, decisions to subordinates with the possibility of checking how they receive the message. It influences and modifies perceptions, attitudes, behaviors, feelings, opinions of individuals and groups and therefore constitutes a way through which people correlate their efforts. In this complex and continuous process of communication, both managers and subordinates, discover and converse, calm and incite, contradict and agree, reject or accept each other in both major and current issues of the organization.

Managers and staff form a point of view on a situation that raises problems at the time. No one will define it in the same way, considering its place in the organizational system, its tasks and objectives, its culture and its values. None of the definitions given to the situation is false. All have their share of truth. The discussion, usually led by one of the managers, will develop the views on the situation. Internal communication participates in the collective construction of a common and accepted definition of the situation in question.

The specific forms in which communication takes place depend on the people communicating and the management style. The manager, depending on the place he occupies in the company, must practice the following methods of communication:

- framing communication, maintaining, relating and influencing communication, characterized by expressiveness, openness and empathy; this type of communication has a dominant affective content, which ensures a productive work climate, motivation and development of human capital;
- transformational communication, which ensures adaptation to the business environment through change and growth in the competitive context; the interaction must take place at all levels and be visionary and empathetic;

- precise and rigorous information communication, integration and maintenance, ensures the structure of systems, procedures, rules, information: these give stability to the organization;
- coordination, control and training communication is intended to ensure the productivity of the activities and is characterized by determination, ability to stimulate and make responsible; the interaction must take place at the cognitive and volitional levels of the organizational structures.

3. Result

The purpose of managerial communication in any organization “is that of achieving correct, efficient and effective information both vertically and horizontally, in order to the achievement of internal and external requests in optimal conditions and in accordance with the established managerial and organizational objectives”.

Organizations need to ensure that all employees have the capacity, tools and support to fulfill their responsibilities. Training and practice provide busy people with the ability to communicate quickly and competently. Appropriate tools will include both existing technologies and resources used in normal communication. The communication support will include an influx of strategic information, time allocation, upward communication channels, and physical facilities to ensure good communication.

The fundamental objective of communication is to increase the performance of the activities carried out by the organization. Communication can be considered successful only when it allows and motivates employees to align their tasks with the organization's strategic ones. Responsibilities and tools for strategic communication should be distributed throughout the organization, so that every employee participates in this process. The decentralization of the communication function allows for much more frequent contact with managers at the same or different levels.

4. Conclusions

A vital aspect of any effective strategic communication system is evaluation. Strategic communication reveals the value of the strategy, changes or objectives for which it is used. Communication measurement should focus on its effectiveness in terms of strategic direction, so that it adapts to changing situations, engages management in carrying out the tasks associated with superior communication, establishes the basis of responsibilities, and highlights the progress. The evaluation focuses on effects rather than activities, awareness, understanding, acceptance and commitment. The evaluation only reflects the fundamental objective of the communication, which functions as a bridge between the strategy and its fulfillment. To function effectively, managerial communication must cover both the formal and the informal register.

Managerial communication helps individuals and groups coordinate their activities to achieve goals and is vital in the processes of socialization, decision making, problem solving and management change.

The managerial communication can contribute to motivating employees, strengthening trust, creating a common identity or increasing personal involvement; it gives individuals a way to express their feelings, share their hopes and ambitions, and celebrate and commemorate achievements. Decentralized organizations have an increased level of intelligence because they allow for faster and more informed decision-making. Work units have the freedom to self-manage and are accountable for performance. Decentralized organizations are more adaptable, responding better in turbulent operating environments.

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