

CORRELATIONS BETWEEN THE PROCESS OF THE ORGANISATIONAL CHANGE AND THE CHARACTERISTICS OF A COMMUNICATING ORGANISATION

IONELA BUCĂLOIU

PHD STUDENT, “VALAHIA” UNIVERSITY OF TÂRGOVIȘTE, ROMANIA
ionelabucaloiu@yahoo.com

IRINA ANTOANETA TĂNĂSESCU

SENIOR LECTURER, "VALAHIA" UNIVERSITY OF TÂRGOVIȘTE, ROMANIA
dtanasescu2212@yahoo.fr

***Summary:** Communication is a basic component of the management process. This process also influences the relations with the environment outside the organisation, environment which, alongside the one built inside the organisation, represents the sources providing the information required to ensure a good functioning of the company and to anticipate and implement the changes that the organisation needs in order to develop. There is a direct proportional link between the process of organizational change and the characteristics of a communicating organization. The paper highlights the characteristics of a communicating organization and the indisputable link between the background and the form of the organizational change process and an inventory of the risk factors that influence the quality of the communication act, with the presentation of the implications at the organization level. The emphasis is on the need to know and accept the process of organizational change the premise of the effectiveness of the communication act. The conclusions present the requirements of conducting an effective and quality organizational communication process, taking into account the expectations and the requirements of the participants in the communicative act, individually and globally.*

***Key words:** communicating organisation, efficiency, risks, organisational change*

***JEL Classification:** C 92, D 81, D 83*

Introduction

Communication is a crucial aspect of everyday life, determining in a decisive manner the success or failure of an activity, personal or professional efficiency or inefficiency, from where the multitude of specialized studies and books dealing with this topic, from where the variety of research perspectives, respectively to analyze this theme with broad valences: sociological, cyber, linguistic, anthropological, mathematical, psychological. The importance and attention we give to communication is crucial and we are both individuals and professionals, and from where the constant need to improve and make it more effective.

In the literature, communication is the core activity of managers and is often defined as an essential component of any managerial system, a management tool with which the manager carries out a series of tasks such as: anticipation, training, organization, coordination, control, evaluation.

Communication is an essential, indispensable component of the management process because the understanding of the problems faced by staff regardless of the hierarchical scale depends on the quality of communication, the sustainability of the relationships between them, the ability of the manager to train, motivate and lead the subordinates but also the relations with the external environment of the organization, from which information useful for its proper functioning is taken over.

1. Characteristics of an efficient communicating organisation

Țigănoia (2017, p.17 - 23), Dăneț (2001, p. 218 - 222) reveal that the characteristics of an efficient communicating organisation are:

- openness, both to internal and to external environment, with a view to issuing, processing, receiving some messages which turn the communicational act into an interactive process;
- innovation in order to overcome routine and stimulate creativity of the entire staff;
- accessibility in order to reach an optimal balance between formal and informal communication;

- orientation toward achieving the goal and the final objectives set;
- accountability in order to avoid too much inconclusive information and cultivate the care for the quality work;
- dynamism in order to create the framework required to turn thoughts, ideas and actions into reality;
- interactivity, because an efficient organisation avoids bureaucracy and takes into account creation of the conditions necessary to delegate tasks, to permanently train and motivate the entire staff in relation to the work tasks assigned, so as to enhance cohesion of the team and understand such tasks;
- conducting the communication process in a certain context and a certain environment within which all participants to the act of communication takeover/provide/process information with a view to understanding the processes occurring inside the organisation and the process of the organisational change imposed by a certain context. This is possible through a permanent exchange of information, a rapid and unconstrained collection of a feed-back, through avoiding disrupting factors which may lead to the risk of setting some unattainable goals;
- adaptability to the particularities and the requirements of the internal and external environment, and correlation/adaptation of the systems, procedures, methods to the organisation’s specificity and culture;
- flexibility in order to create the framework required to harmonize the formal and the informal communication and also to outline and implement all structures and methods which support it.

To ensure an efficient communication and decrease/eliminate the risk of some barriers in relation to the communication/listening act, the literature recommends using and finding the answer to questions such as: What, How, When, Where, Who?

This is why the management bodies have to be permanently concerned with the human resource within an organisation, the manner in which communication is achieved within such organisation and the employees are valued and used to the benefit of the organisation, their affiliation to the organisational culture, achievement of an efficient, transparent and efficacious information flow because well-informed staff takes initiatives and gets further involved in the decision-making process of an organisation. An efficient communication process also serves in promptly and efficaciously managing the crisis situations and the changes which may occur within an organisation and in improving/repairing all processes existing within it (Cismaru, 2008, page 62). This concern should not be interpreted as the care or the interest shown in relation to amendment of the organisational chart only. The change should be made on minimum two levels, as follows:

- substance of the change process which may aim at the organisation as a whole or only at some compartments/departments within it (such as, for example: procedures regulating the activity of some compartments within the organisation, the manner in which the information flow is achieved etc)
- form of the change process which aims at methods, techniques and procedures to introduce it into the organisation (such as, for example: diagnosis of the existing situation and choice of the optimal strategy with a view to improving/reorganising the processes which are intended to be changed, conduct of some initial experiments which should concern a low number of employees, compartments, phenomena and processes which are carried out within the institution in order to pinpoint the effects of some changes made inside the organisation and later on, expand the change-related processes to the entire organisation, provided that the results of such experiments have proven to be beneficial).

The connection between the substance and the form of the process is unquestionable as, unless clear objectives are set and management bodies correlate and permanently relate the activity of the entire organisation to the degree to which such objectives were met, unless attention is paid to the manner in which, the scale and the degree to which communication is achieved within the institution, or to the strong affiliation of the entire staff to the organisational culture, there is a high risk that the processes performed within the organisation fail. In addition, there is a risk to fail in

achieving the objectives, in full or even in part, especially as the efficiency in communication achieved both vertically, on the one hand, and horizontally and diagonally, on the other hand, also depend on how the organisation adapts to the conditions imposed by the external and internal environment in which they carry out their activity (Rogojinaru, 2005, pages 75-88); such adaptation firstly requires an organisational development which may be achieved through a better strategy, a better organisational structure and a transparent, accurately performed, communication process. This is an essential, key component of the management process. It is the quality of the communication that influences understanding the issues with which the staff copes, irrespective of their position in the hierarchy, the durability of the relations among them, the manager's capacity to train, motivate and lead subordinates, as well as the relations with the external environment, environment from which useful information is taken over so as to ensure good functioning of the organisation.

2. Communication in the context of organisational change

Both in one's personal life and in the life of every institution, the change is an inherent process. This process may be spontaneous or guided. This is the reason why a performing management focuses on getting to know the process of change, process which may provide the organisation with the capacity to develop on a permanent basis, by transposing it on several levels. It can also ensure achieving a certain level of performance due to the fact that a change, irrespective of the hierarchic level on which it occurs and the department or the process it affects, entails, beyond any doubt, an ample process of re-designing the internal activity toward introducing some new strategies, adopting some mechanisms, methods and procedures intended to determine/motivate the staff to get involved in the new organisational structures proposed, maintain/enhance their affiliation to the organisational culture and also form and strengthen some efficient communication relations so that the process of change should be accepted by all employees, should not affect surface processes only and therefore, the change should be beneficial to the institution. This should occur especially as the need for change of the organisation is seen by the staff as a genuine stress or frustration-generating factor. There are many cases when, within the organisation, rumours are usually spread through informal channels of communication, fact which affects the well-being of the organisation in a negative manner and calls into question the level of achieving the goals set.

The rumour-like information flow may not be controlled or removed and this is a certainty which all managers should take into account. Nevertheless, this may be definitely decreased by constantly initiating and permanently conveying a rigorous, pertinent information flow regarding all processes which occur within the institution, and in particular by emphasizing the need and the importance of the changes estimated to occur within the organisation and the fact that they are not intended to create panic or negative reactions among the employees, but to align the organisation to the requirements imposed by the internal or external environment, to help the organisation cope with the competition coming from similar companies and to facilitate its survival or high performance. The managing structures should use both formal and informal communication channels to emphasize the idea that the change may prove beneficial to both employees and organisation, as a whole. Conveying such message may result in a lower risk of having an inefficient communicational act, on the one hand, and in creating a solid organisational culture through a large process of conveying organisational values to employees, who are perceived as the ambassadors of the institution, on the other hand. This is possible by motivating the employees and generating their confidence in relation to the manager and the company and by enhancing the cohesion inside the group and building the team spirit. Another benefit of bringing changes into an organisation and counteracting rumours through an efficient communication process is a smoother acceptance of the changes imposed or required, decrease or removal of potential tensions, making the members loyal to strategies chosen by the company as well as fostering a positive image of the company outside the organisation and acknowledgment of the position taken by the institution in the hierarchy of the local or regional community. This is of paramount importance because, coming

off the record and yet acknowledging the public position of the organisation, the information on the positive changes occurring inside the organisation becomes even more credible. This is why the managing structures should pay special attention to the elaboration, application and assessment of an efficient communication strategy based on finding the most appropriate forms, methods, channels, means of communication, on the one hand, and on reaching the optimal balance between the internal and the external communication-related objectives and correlating them with the environment, culture and specificity of the organisation, on the other hand. This is important to achieve because there is no efficient communication outside the organisation if the objectives are not properly defined, known and pursued by all members inside it. (Table no.1).

Table no. 1. Communication objectives (Coman (2006, p. 47 - 55))

General objective	Specific objective
Communicating the strategy to subordinates;	Understanding and accepting the strategy by subordinates; Identifying the benefits of implementing the strategy both in relation to individuals, in particular, and the organisation, in general; Exchange of information; Quality control; Collecting feedback and correcting dysfunctions found; Making decisions; Reducing/eliminating some erroneous tendencies in exercising control within the organisation; Promoting products and services provided by the company; Understanding and supporting changes occurring within the organisation; Influencing and modelling employees' behaviour with regard to quality of the processes occurring within the organisation.
Enhancing the group cohesion;	Building the team spirit; Facilitating circulation of information flow within the organisation; Creating feelings of pride and affiliation to a group; Organising and building the teams; Building some efficient internal relations; Flexible relations between the members of the organisation
Affiliation of staff to organisational culture;	Outlining an internal culture by emphasizing and affiliating the members to the values, symbols, principles of the organisation.
Raising awareness, motivating staff to get involved in the decision-making process of the organisation and in the smooth functioning of the processes conducted within the organisation.	Minimal information of staff with regard to processes conducted within the organisation; Mental preparation of the staff so as to ensure a good reception of the changes estimated to occur within the organisation; Facilitating change; Stimulating courage and motivating staff in order to fully exploit one's own potential and use such potential to the organisation's benefit; Efficient use of all resources; Monitoring performances.
Communicating the organisation strategy to external environment.	Informing society on the activities carried out within the organisation; Informing the customers with regard to potential changes estimated to occur within the organisation; Building a positive image of a company throughout the community.

An efficient communication strategy may only be achieved and implemented within a participative management which encourages task delegation, quick thinking and decision-making, collecting feedback, getting the entire staff involved in the performance of the processes conducted within the organisation, so as to understand and accept the changes estimated to occur within the company.

3. Risk factors influencing the efficiency of the organisational communication

An organisation is subjected to the action of three categories of risk factors (adapted, according to Bartoli, 1997):

- **Rhythm-related risk** - in the sense that, in the initiation, implementation and evaluation of the process of a change, a crucial element which should be taken into consideration is certainly the environment and the working rhythm imposed, accepted and respected by the staff of the organisation (Păuș, 2006, pages 111-112), as well as the need to understand that the static structures of an organisation (procedures, organisational chart, technologies available) should be modified progressively, in a timeframe set in line with the characteristics of the internal and external environment in which the organisation operates and, therefore, in parallel with an ample, efficient, transparent and properly implemented communication process, with the elimination/reduction of the potential barriers which may emerge in achieving an efficient communicational act and which may enhance the risk of failure to achieve the goals. This means that the process of managerial communication is the discipline which provides the manager and the organisation, in general, with the efficient working instruments in order to reach an optimal interaction required in achieving the goals outlined and meeting objectives set. This also represents a strategic advantage of the organisation, an essential condition to ensure its efficiency.
- **Inadequacy-related risk** – the organisation should become aware that a comprehensive re-structuring process or an efficient communication process is insufficient in overcoming a crisis situation. The organisation should permanently adapt to the characteristics of the internal and external environment within which they operate (Păuș, 2006, pages 112-115) because, if such environment or context is not accurately defined, the organisation may eventually settle only the minor issues and may fail to study and truly settle the stringent issues with which the company copes. In this case, restructuring is not a beneficial solution. The same goes for the case when the management seeks to settle all and any potential crisis through a re-structuring process, fact which would trigger serious and various gaps emerged in the activity of the organisation. At the same time, an excessive communicational process may lead to occurrence of some situations in which it would be difficult, if not even impossible, to meet the objectives.
- **Model-importing risk**, - there is a risk that the procedures, methods, mechanisms or solutions successfully implemented by the company be adopted by other organisations, overlooking the fact that each and every institution is different and conducts their activity in an internal and external environment from which the institution takes over useful information to ensure good functioning (Coman, 2001, pages 63-65). Therefore, in order for these change processes to be accepted from the start or to ensure successful change processes, embraced by the entire staff, and also to make sure that the change made is not seen by staff as a disturbing phenomenon which disrupts the atmosphere and the good communication between the managers and their subordinates, or among subordinates, the management should adapt the model borrowed from the culture, environment and specificity of such organisation and should seek that the change process is permanently supported by an ample, continuous and varied process by which the benefits of a such change are explained to the staff and the entire organisation.

Conclusions

Managerial communication is a tool through which the successful manager actively listens to employees, empathizes them with them; is an instrument for the transmission / reception of messages, aiming at changing employees' mentalities and their psychological adaptation to achieve individual and organizational goals through the synergy of the conjoined effort.

An effective communication act means creating an optimal balance between the internal and external communication objectives of the organization;

Internal communication facilitates the creation of tools that regulate the processes inside / outside the organization and supports the implementation of the organization's strategy;

Internal communication is the binder that binds the compartments within the organization and leads to the proper conduct of its work and the strengthening of its image within the community;

Managerial communication can be counted as a management assistant because of its role in achieving a permanent and complete exchange of information by rapidly gathering feedback without disturbing by avoiding perturbing factors that may lead to the risk of the proposed objectives not being achievable;

Risk factors that can affect the communication process make their mark on the organization as a whole. Consequently, to avoid risks in the communication process, an objective and pertinent analysis of the needs, the expectations of all participants in the communicative act, taking into account the communication strategy and its re-adaptation according to the specific factors of influence, can be made.

The risks associated to inefficient communication may be decreased/eliminated provided that:

- the communication is a clear, ample, coherent, continuous process, supported by a variety of forms, channels, methods and means of communication. It uses all support existing within the organisation;

- the communication occurs in the context of a participative management which relies on the manager-subordinates communion, on involving, motivating and influencing the subordinates' behaviour in order to value and make full use of their potential and to use such potential to the benefit of the company;

- the communication facilitates and prepares the process of organisational change and highlights the importance and the need of such change, both at individual and at organisational level, facilitating therefore a positive image of the organisation within the community;

- additionally, organised communication means reaching an optimal balance between the forms and the methods by which communication is conveyed at formal and informal level, inside and outside the organisation;

- early identification of sectors requiring improvement and clear, explicit communication of the objectives which may contribute to a better competitiveness and better results of the organisation impose an efficient communication act, by reducing/eliminating the risks which may lead to an inefficient communicational process;

- early detection of areas requiring improvement, and clear, unequivocal, communication of objectives that can contribute to enhancing the competitiveness and performance of the organization;

- reconsider the role of the human resource in the realization and implementation of participatory management in anticipating and understanding the processes of change required by the particularities of the internal or external environment,

- initiating and carrying out actions to design and implement measures to improve the strategy, methods and techniques used to achieve a significant increase in the performance of the organization and ensure its external competitiveness;

the interlocutor knows the conditions of an active listening and adapts the strategy initiated to the particularities of the internal and external environment

- the message should be clearly and permanently communicated to everyone so that change can be more easily accepted by staff, and rumors and ambiguous situations are easier to drive.

- the communication act and the organization are perceived as complementary tools, which support and condition one another. Communication is an auxiliary of the management. It facilitates the development of specific tools by which both the decision-maker and the contractors harmonize their actions in order to achieve the proposed goal and objectives.

As to conclude, the communication act should be clear, concise, organised, and the organisation should be a communicating organisation.

Bibliography

- [1] Bartoli, A., 1997. *Le management dans les organisations publiques*. Dunod, Paris.

- [2] Cismaru, D.M., 2008. *Internal Communication within Organisations*. Bucharest, Tritonic Publishing House.
- [3] Coman, C., 2006. *Public Relations – Principles and Strategies*. Iași, Polirom Publishing House.
- [4] Coman, M., 2001. *Public Relations – Principles and Strategies*. Iași, Polirom Publishing House.
- [5] Dăneț, A., 2001. *Project Management*. Brașov, Disz Tipo Publishing House.
- [6] Miede, B., 2000. *Society Conquered by Communication*. Iași, Polirom Publishing House.
- [7] Păuș, V.A., 2006. *Communication and Human Resources*. Iași, Polirom Publishing House.
- [8] Rogojinaru, A., 2005. *Communication, Public Relations and Globalisation*. Bucharest, Tritonic Publishing House.
- [9] Țigănoia, B.D., 2017. *Innovative Research in Management and Technology*. Bucharest, Free Publishing House.