EFFICIENT COMMUNICATION IN TERMS OF ORGANIZATION’S MISSION AND OBJECTIVES

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Abstract: In today’s society, it has been proved that information is one of the most important element in our social and economic context, taking into consideration the development of information and communication technologies. Therefore, we consider that the society is based on the flow of information, the process of collecting and processing the information from various fields of activity, technology allows collecting and processing a large amount of information with a direct impact over the activities carried out by the organization and used at all its levels. Also the society, forces the organizations to adapt to the new requirements and pay more attention to the new technologies and the way how the mission statement, vision and objectives are defined according to the business environment in which the organizations operates. Defining the objectives, the strategies and procedures to follow in order to fulfill the organization’s mission it is a complex process.

Establishing the compatibility between the organization’s objectives and the employees’ personal development objectives creates the grounds of a motivated and efficient employee. The lack of information, the presence of communication barriers, and employees' reluctance to transfer information and/or knowledge are only few elements which emphasize the need of adopting a communication policy inside an organization. Consequently we have turned our attention toward the manner in which the organization defines its mission and objectives, how the management communicates the organization’s objectives and also how the organization’s mission and objectives fulfill the employees professional and personal development’s needs.

Keywords: communication; organizational communication; management;
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1 Introduction
Emerging technologies have changed the concept of time and space and produced a major change on how we work and how we carry out our professional activity. The foreshadowed society, forces the organizations to adapt to the new requirements and pay more attention to the new technologies implementation, outlining the fact that the organizations will undergo major reforms. In order to cope with the new defined settings, a successful organization must take into consideration defining a concise and clear mission statement, vision and objectives according to the
business environment in which the organizations operates. Defining the objectives, the strategies and procedures to follow in order to fulfill the organization’s mission it is a complex process which also requires an ongoing evaluation mechanism. Collecting the feedback, regarding the level of objectives and mission achievement, must be seen as a strategy of organizational development and also accomplishing the customer/ beneficiary satisfaction. Following the proposed objectives and applying the required corrections demand consistent communication with the employees in order to inform and motivate them with the purpose of achieving the organization’s objectives.

Usually these statements are broadly circulated and discussed within the organization in order to be understood, adopted and shared. We consider that understanding the organization’s strategy and establishing the compatibility between the organization’s objectives and the employees’ personal development objectives creates the grounds of a motivated and efficient employee.

Due to the development of the technological field and the new means of communication, organizational communication has acquired a new dimension that requires a new approach in the use of the notion. The efficient organization depends on communication between the employees and between the employees and the costumers, regardless of the implemented communication tools and technology.

Also, the manager relies on communication for collecting information from lower levels, and also, analyzing the data and defining the decisions. In order to implement the decisions, the manager uses communication to inform and influence the employee’s attitude using new communication tools. Even if the new communication tools have not replaced entirely the traditional communication technologies the organizations rely and use more frequently the digital technology. The highly increasing use of the new technology, for both daily activities developed within the organization and also for the organizational communication, generates a new organizational model which demands redefining the operations, the activity and also the transactions.

Given the new organizational communication tools, the need of redefining, communicating and adopting the organization’s objectives our study will be focused over the organizational communication aspects as follows:

- interpersonal communication - carried out between the members of the organization: managers, employees, specialists, collaborators, clients, etc.;
- communication between the organizations’ structures: departments, branches, departments, offices, compartments;
- the organization’s process of communication by promoting certain organizational policies;

In order to determine how the organizational communication manifests and the impact over the employees’ activity, a questionnaire was applied during November 2016 and January 2017 in order to fulfill the research objectives.

The study was based on the following hypothesis:

- Implementing a functional communication model adapted to the organizational needs supports and facilitates effective communication and coherent information flow;
- The communication strategy designed for the organization’s needs influences the organization's activity and good functioning;
- The effectiveness of communication is determined by the quality, quantity and frequency of information sent toward and received by the employees;
- A functional information system facilitates the transmission of the necessary information in order to carry out the activity in optimum conditions;
- Setting clear and tangible objectives will accomplish the organization efficiency;

At this research participated 127 persons who develop their activity within an educational organization located in the central area of Romania. The data collected were processed using the SPSS software.

The questionnaire consists of a set of questions aiming to determine the organizational communication and the impact of communication over the organization's activity. For each question we have generated graphic representations. Even if, applying this questionnaire we have targeted
multiple organizational aspects, in this paper we will present the information regarding the impact of organizational communication over the employees and how defining the mission and objectives motivate and influence the employee’s efficiency.

2. Organizational communication, remarks regarding the concept and a conceptual delimitation

Even if we talk about the mediated or direct communication, the communication is an indispensable process of maintaining and developing the human connections, being an essential element for the human collectivity good functioning. The alignment of viewpoints and actions in order to harmonize the knowledge about individual and collective goals, the methods and means used to fulfill them, the acquisition of the necessary skills and the groups’ affective and motivational levelling it is determined by the organizational communication.

Organizational communication can be defined, the most simplistic, as a communication process with the purpose of exchanging the messages and information in order to achieve individual and common goals. It also can be defined as a process of exchanging messages between the specific units or departments as parts of an organization. The organization embodies the units found in a hierarchical or collaborative relationship which communicate and the interaction between them defines the organizational communication system. [1] The organizational communication’s objectives are to inform, to build trust based on a clear organization identity, to develop the belonging system, to promote the organization knowledge, to favor communication, to communicate the working teams’ initiatives, to increase the employees’ attention, to activate the employees, to facilitate the dynamics of change and ensure the cohesion and information circulation. [2].

The lack of a communication strategy creates a setting which can lead to a decrease in the organization's productivity, creativity and results, and also to faulty communication and poor results while interacting with the organization's customers. Therefore we emphasize the importance of the internal communication.

Internal communication is operationally defined as the formal and informal exchange of information between the manager and the employees within the organization, and has the role of building and maintaining communication channels between the organization members.

For the organizations’ success the efficient internal communication it is essential, influencing the manner how the manager motivates the employees in order to achieve the organization's goals. [3]. Due to the technology development, internal communication is constantly changing its form of expression, including the network computer mediated communication. Despite the technology and the communication tools development the employees are not pleased with the internal communication flow, and poor communication is developing a negative atmosphere inside the organization. Also, poor internal communication gives the impression that the manager has not a very clear vision over the organization’s mission and objectives. As McDonald and Foreman say informing the employees about the organization’s mission and objectives will motivate the employees and will improve the service quality overall [4;5].

As Johnson and Drucker affirm the mission statement must capture the organization’s main purpose according to the promoted values and the expected results. [6; 7] The mission statement represents the general framework around which the vision, values, objectives and the agreed organizational model. [8]

As Hussey suggested that the objectives are defined and formulated as a result of the vision’s definition linked to the activity evaluation and results taking into consideration the employees’ efficiency. [9]
Therefore we state that if the employee’s needs and aspirations are compatible with the organization’s mission and objectives it is established a positive feeling and also support professional development within the organization.

3. The research

The study aims to collect concrete information regarding the employee’s perception of the internal communication, the impact of internal communication over their activity and professional development and to what extent the employees are familiar with the organization’s mission and objectives. Therefore we have targeted 5 organizations and applied the questionnaires both online and on paper. We have collected 127 valid questionnaires which contain 28 questions. The questioner it is structures in three sections. The first section seeks to collect information regarding the organizational communication, the second and the third section try to collect the information regarding the efficiency and effectiveness in virtual spaces and expectations of using a virtual teaching / learning environment. In this paper we have elected to present only few aspects starting with the employees’ knowledge concerning the organization’s mission and objectives, how the employees’ aspirations, professional development and personal objectives correlate with the organization’s mission and objectives; and reactions regarding the management’s attitude towards the employees’ personal projects and initiatives.

The collected data reveals that 52.73% of the respondents’ possess "to a very large extent" the information about the mission and the objectives of the organization in which they work, 45.45% of the total respondents know "to a large extent" the mission and objectives of the organization. Although, we can say that the respondents know the organization’s objectives, 1.82% of the respondents choose "to a small extent" a response option elected by the group with 14-year of experience. (Fig. 1) The negative response options "to a very small extent", “not at all” were not chosen by any respondent.

The results can equally express the organization’s increased interest for a coherent communication of the objectives, the mission and strategy, and also the interest shown by the employees over the organization’s development. Thus, the data collected confirms the hypothesis that inefficient communication leads to a lack of the employees' knowledge of the organization’s mission and goals.

![Fig. 1 The organization’s mission and objectives knowledge](Source: Study based on research of our own)
Fig. 2 The organization’s mission and objectives coincide with the aspirations of professional development

Source: Study based on research of our own

Regarding how the mission and objectives of the organization meet the employees need of professional development, 78.18% respondents say that the objectives set by the organization coincide "to a large extent" with the professional development goals set by each employee, 16.36% of the respondents thinks that the organizational objectives meet their objectives "to a very large extent" and only 5.45% claim that "to a small extent". Negative values "to a very small extent" and "not at all" were not chosen by any respondent. Due to the significant percentages obtained by the positive values, allow us to conclude that the employees’ personal professional development goals coincide with the mission and objectives of the organization, the respondents having a high level of integration into the organization. At the same time, we consider that the hypothesis according to which the management considers that the public formulation of the mission and strategy is sufficient for the good development of the activity without information dissemination at all structures and that the vision is correct and shared by all members of the organization, it can not be verified.

The development of the technology has changed the way how information it is exchanged between the employees regardless of geographic dispersion, enabling information exchange and communication through technology, and also speeding up the transfer of information within the organization. The modern organization, dependent of the new technology, must react to the human resource needs in order to increase performance, to acquire new knowledge and develop the communication skills. Therefore, we consider that the management’s concern for increasing the performance and means of improving the human resource must be defined in the organizational strategy.

In order to identify to which extent the organization favor the acquisition of new skills and professional development of the employees we have drafted the next question in order to colect the information about the organization helps or provides the personal potential and/or the skills development.
Based on the data collected, we can point out that 50.91% of the respondents consider that the organization encourages the staff to specialize and acquire new skills and to develop their personal potential "to a large extent". 3.64% of the respondents state that the organization in which they activate does not facilitate the personal potential development and the acquisition of new skills; a percentage of 21.82% of the respondents consider that the organization encourages "to a very large extent" and also 21.82% of the respondents consider that the organization encourages "to a small extent" the improvement of the employees’ abilities, and 1.82% of the respondents believe that the organization promotes professional development "to a very small extent".

In conclusion, we can state that the high percentage of positive responses sustain the fact that the new management and organizational culture favor the development of competences and the human resource potential’s capitalization. Accepting and adopting the organization’s mission and objectives generate the efficiency and effectiveness’ premises of the human resource, respectively the organization’s efficiency and effectiveness.

Human capital is the organization’s main resource and the full involvement of these "actors" in achieving the organization's goals allows them to use their abilities in the organization’s benefit. Maintaining a positive relationship between manager and team ensures that performance it is maintained at both individual and team level and effective communication facilitates understanding how employee’s individual efforts contribute to the strategy and definition of the organization's overall direction. Therefore, the next question of our questionnaire targeted to identify the level at which management encourages the employee’s projects and initiatives.
of the respondents choose the answer "to a very large extent" and also 16.36% of the respondents choose the answer "to a small extent" and 12.73% considered that the initiatives were "to a very small extent" encouraged by management. The negative options, the "not at all" was not elected by any respondent, revealing that the employees’ general opinion is a positive one.

As a partial conclusion, we can claim the fact that the organizations are more opened and supportive regarding the staff’s initiatives and projects involvement, actions which bring additional knowledge and other benefits to the organization with a major impact also over the human resource.

The employees’ professional development, the acquisition of new skills, the increase of performance and of the improvement means depend on the quality of the information the employees have, the amount of information and the information sources used to carry out the activity. Efficient communication, decisions’ transparency, the way the decisions are drafted, easy and structured access to information sources generate a positive, fair and realistic attitude of the employees towards the organization as an entity which communicates both with the internal environment and also with the community.

4. Conclusion

The objectives of this is to explore and collect employees’ knowledge and perception regarding the organization’s mission and objectives, how the employees’ aspirations, professional development and personal objectives correlate with the organization’s mission and objectives but also at what level the employees’ personal projects and initiatives are sustained by management.

The flexible organization and also highly adaptable to the new market demands it is taking into consideration the way it communicates and how the internal communication flow it is described. In the same time it pays special attention to the external communication and how the organization communicates with collaborators, stakeholders and last but not least the customers - direct beneficiaries of services and/or of the products delivered by the organization.

The new organization, must encourage innovation and the process of continuous learning, both by capitalizing and multiplying existing knowledge in the organization and by enhancing the management of initiatives and involving employees in projects and actions that bring additional knowledge and other benefits for the organization with a major impact over the internal environment - over the human resource and performance of the organization - as well as on the external environment in which the organization operates.

The new management sustains the competences development and also the personal and professional development which generate the premises of the employees’ efficiency and effectiveness. We suggest that the organization shall offer special programs for the employees in order to develop their skills and/or personal development.

As we have already concluded the employees appreciate how the mission and the objectives are defined and also that the information it is accessible to the employees. We consider that it is not enough for the manager to draft the vision, mission and strategy without disseminating information at all levels, considering that they are correct and fully adopted and shared by all the members of the organization. Therefore we emphasize that in the absence of an efficient communication system the information can record dilutions, barriers and sometimes the employee can receive inaccurate information. We also recommend the evaluation of the mission and objectives’ accomplishment.

The assessment and monitoring the strategy and the mission of and organization should include the employee but also evaluation measures should be integrated by involving the organization’s services and/or products, stakeholder and other types of evaluators.
5. References