COMMUNICATION, AS A WAY TO EFFICIENT ORGANIZATIONAL RELATIONS

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Abstract: The hard time the Romanian companies encounter has challenged the managers to pay high attention on the rapid recuperation of their expenditures, thus falling to include the communication positive influence over final results. Communication is a fundamental component, an attitude and an instrument. Communication is a major must of the social life in both its general and organizational sides.

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Nowadays, communication has got a major importance to society. Communication is essential at all levels, both individually and organizationally, having a spectacular evolution in time.

For the social relations, in marketing as well as in any type of activity, communication is an attitude and an instrument. It is a way to understand the meaning, significance, connotation, social organized and disorganized relations, by means of symbols, signs, various ways of informational modeling, to reach stability, intensification, diminishing, postponing, stopping individual or group behavior.

Several approaches can be of use in defining communication, as follows:

- communication means relating things. The Latin word “communicare”, apart from the contact and relation significance, also means to dispose of things in common, to share, mix, unite”\(^1\).
- communicating means sharing sensations, effects, emotions, feelings, ideas, opinions, facts. This is more than “making something known, informing, telling” or “speaking, relating, connecting with somebody”\(^2\).
- communication is a transactional process,

\(^1\) Noica, C., Rostrirea filosofică românescă, Editura Științifică, București, 1970, p. 17
\(^2\) Dicționarul explicativ român, Editura Universul Enciclopedic, București, 1009, p. 179.
in which people transfer energy, emotions, feelings, and exchange meanings.\footnote{Prutianu, Ş, Comunicare și negociere în afaceri, Editura Polirom, Iași, 1998, p. 237.}

✓ communicating means passing information from a transmitter to a receiver.\footnote{Voicu,M., Rusu,C., ABC-ul comunicării, Editura Danubiua,1998,p. 23.}

✓ communication is a process by means of which an individual or a group transmits conceptual contents – attitudes, emotions, wishes etc- to another individual or group.\footnote{Jossien, M., Techniques de communication interpersonnelle, Edition d’Organisation, Paris,1994, p. 67.}

✓ communication is an art of transmitting information from a sender to a receiver.\footnote{Floyer, A.A. Abilități și aptitudini perfecte, Editura Național,1998, p.45.}

At the company level, communication contributes to strengthen position, to increase personality and distinct identity towards competitors, thus differentiating it from others. Communication can be looked upon as external and internal.

The external communication consists in the company relations with the market, with its business partners, providers of goods, services, clients, customers and others.

A modern company has a complex system of marketing communications, and it relates with intermediaries, consumers, and other official public bodies, so communication is a double-way process.

To an efficient marketing communication, a transmitter company should step over several stages, to identify the interested body, determine the communication goals, create the message, choose the specific channels, assign a budget, choose the promotional mix, evaluate results, lead and coordinate the whole process of marketing communications.\footnote{Florescu, C., Mălcomețe, P., Popa, N. Al., Marketing, Dictionar explicativ, Editura Economică, București, 2003, p. 158-159.}

As the man’s first spiritual instrument in his socializing process, communication is the way to helping people to understand themselves, to relate with the universal values, and, at the same time, to act and participate to the social life in all its aspects.

Inter-human communication is a much more important matter to study than any other in the human behavior field. Approaching and understanding the system of communication open and facilitate the ways to both personal and general understanding, thus contributing to the process of clarifying the hierarchical system based on value criteria.

In any social system, communication is seen as a way to the individual’s and group’s consideration. Sometimes, and under some conditions, a group might dispense with exchanging material goods, but unless it exchanges information, ideas, emotional states the social connection disappears and the members of the group gets nothing in common, thus the community might disappear.

At the level of the whole universe, communication is classified both in systems and subsystems. All their elements do not inter-react with one another; this is also valid at the level of life, in general, and, in particular, even more at the level of the social life.

As the supreme being of our universe, the Man has a further advantage, with his possibility to communicate by words. This characteristic was the mark of civilization which, together with work has become the fundamental element of the human existence.

Communication is the indispensable element for the optimal functioning of any human community, no matter the nature and the size. The permanent exchange of messages generates opinions, and actions, by harmonizing knowledge in terms of goals, ways and means to reaching them, by promoting the necessary approaches, and by the relatively homogeneous groups with regard to emotions and feelings, opinions, interests, beliefs and attitudes.

Thus, to communicate is a synonym of to tell, to explain, to convince, to act. Here are Paul Wetzbewick’s and Janet Seavin’s axioms of communication:

✓ as long as we live it is impossible not to communicate with the world surrounding us;
✓ there are verbal and non verbal ways to communicate, and sometimes gestures contradict the verbal message;
✓ communication is a continuous bilateral phenomenon, like a vicious circle;
✓ the persons who communicate always have different social and economic status or hierarchical positions, different age and prestige in society.
Communication in general, and organizational communication in particular are a must of the social life. Nowadays, organizations are seen in the contemporary world as entities at all the levels of society, be them family, state, institution, company, association, party or any other way to reunite people with common goals. As a strategic instrument of deliberately built conceptual products, the organizations are used by people to achieve common goals, on the bases of systems of established, organized and structured relations.

The managerial communication is a form of inter-human communication, too, being defined and characterized as follows:

- a leading instrument with which the manager is able to carry on his special attributes: providing, organizing, training, coordinating, controlling;
- a part of the leading process by means of which the manager understands his subordinates, making himself understood by the latter ones;
- an auxiliary of the leading process, circulating information about the decisions made and returned to the decisional centre, thus making possible the agreement between the execution and the goals, and between the results and the planning;
- it is orientated not only towards transmitting messages, but also towards the changing of mentalities and their psychological adjustment to the chosen goals.

The quality of the managerial communication is responsible for the way in which the human resources are used in an organization, thus becoming aware of the organizational success. The peculiarities of the managerial communication are generated by the goals and the role of this communication, by the background, organizational structure and context of the organizational culture.

The managerial communication is a process by means of which managers develop a system to transmit information to a great number of employees inside the company, and to other different individuals and institutions outside it. It is a necessary instrument to coordinate activity both horizontally and vertically, allowing people to get the respective necessary information. The managerial communication is important because:

- all the employees can become aware of the missions, goals, and strategy of the respective company, they can be informed about the economic, technical and social relations among the organizations, and between them and the surrounding environment;
- it creates a climate of sound communication to ensure the creative participation of the employees in the decision taking process;
- it motivates the employees to provide a competent, qualitative activity;
- it influences the employees and it determines changes of their behavior in the way and direction the manager is interested.

For the managers, communication is important because:

- the managers allocate the greatest part of their time in communication. According to experts, it represents 75-95% of the managers’ time, which shows they are interested in improving this aspect of their activity;
- communications are necessary for the efficiency of the leading process;
- the art of communication is also necessary to express the efficiency of the manager’s will and authority;
- the well settled communications ensure the achievement of the organizational efficiency. If the organization is efficient in terms of communication, it will be efficient in all the other types of activities. A major importance for the communication process is given by its role in the decisional process, allowing the necessary information to reach individuals and groups, so that they could take decisions through data, to identify and evaluate alternative decisions.

The global communication is a way to harmonize specific means, such as public relations, product advertizing, institutional publicity, information, internal communication etc, in order to generate and develop an institutional image, thus the global communication is a coherent conception of all the communication activities. Its peculiarities are:

- focusing on several significant messages to reflect the company identity and position;
- harmonizing company symbols to facilitate the way to recognize the company, and to increase the communication activities;
- coherent product image, as the company trademark.

The business image is built on internal and external plans.

The internal image is the identity of the company recognized and admitted by its employees, whereas the external one refers at what the clients, customers and business partners—investors, authorities—see and remember. That is why it is important to manage communication and public relations with the same major account, like for any other managerial activity.

The marketing communication also boasts of a special attention in a company, as in this case communication is the most visible element of the marketing mix; yet, its value is limited unless wisely employed, in full correlation with all the other components—the product or service, the price and distribution. An old marketing axiom states that the most rapid and certain way to destroy a low quality product with a reasonable price, a very good distribution strategy may be a failure on the market, unless it is advertized by promotional communication means.

Communication is essential in marketing because it helps marketing experts to inform the present and the potential customers and clients about the advantages offered by a product or a service, its price and other specific expenditures, its distribution channels, selling locations, etc. In some cases, it also helps directing the clients and customers towards the respective product or service; both the personal and the impersonal communication should be used to help and convince the clients to become active participants in the service process.

Communication has to inform, educate, facilitate the way the clients understand new technology and how to make the best of it, by creating a company image on the market.

A modern institution communication system involves the employment of various forms of information and stimulation of the target public, such as the company and its product or services, to promote favorable changes of mentality and consumption habits on one hand; on the other hand, the institution should settle a cluster of internal communication with its own employees, shareholders, equipment providers, social and cultural media.

Information plays a major part for the image. Thus, the various image “sides” are generated by the proper information types: the financial information can depict the image of the financial structure, the social information should outline the internal community, while the institutional information would structure the public image of that institution.

In this context, it is necessary to underline the fact that all communications are animated by two contradictory laws: on one side it is the law of interest, in which communication is a means of protection and maximizing the institution serving the transmitter’s interests, and on the other side, the law of society, the receiver.

By its nature, communication is a double sided one, with its economic and political aspects, the former focused on maximizing the transmitter’s interests, while the latter trying to increase the receiver’s satisfaction.

The economic side motivates the communication market orientation and practice, with regard to its activity of “on the spot selling”, while the political side is focused on social insertion, on the institutional integration. The latter one, as the moral and social one, states behavioral regulations which ought to be respected.

To understand the respect for all the exigencies on the market and in society is a start to the whole communication policy.

In marketing, communication has to:
- inform the potential clients about the company, its promised image, the quality of the offered products and services, and educate them;
- convince the target clients that the best solution to satisfy their wishes is the company specific offer, not that of the competition;
- remind the present and potential clients about the whole range of products and services and convince them to buy;
- keep a permanent contact with the present clients, providing data and all the necessary information to take a maximum advantage of the products and services offered, according to their personal needs and buying behavior and habits.
Communication is essential in generating grounds to convince the consumers that they really need a certain service offered by the company, that they should buy that one, not another offered by the competition. Reminding is also taken into account to change the buying intention into the real act of buying the respective product or service, mainly when it is sold in a limited period of time.

As previously mentioned, communication is a part of the company infrastructure. Any effort to develop an organization should primarily focus on the human side of the efficient development and it is the only way through which people may correlate synergy.

In time, communication has been approached from various points of view:

- "straight communication" or a one-way communication that the managers should consider to be able to transmit thoughts and ideas, in clear and brief words, to speak with authority and credibility, for best results. The efficiency of this kind of communication is focused on paying attention to each interlocutor, to thank, meet, know and adopt messages for each of them;
- circuit communication, which is focused on waiting for the recipients’ answer;
- interactive communication which involves the efficient interaction between the transmitter and the recipient. The efficiency is ensured by the solutions obtained as a result of exchanging ideas;
- the behavioral model, which means that the message transmitter should determine the behavior expected from the part of the receiver, considering both the interferences which might appear inside this process, as well as the influence the receiver’s final actions could have, along with other parallel processes.

Not only information, but also a state of spirit can be transmitted while communicating.

Communication and promotion stand for some of the most important marketing capacities.

Communication is a word with a vast meaning, with reference to an action which takes place whether planned or not planned. Starting from the shop assistants’ clothes, and the company offices, and up to its price catalogue, everything would communicate a certain thing, and create certain impressions to the recipient. Of all these considerations, the integrated marketing communication (IMC) is mostly appreciated. The companies generate a unitary and strong cluster of the impressions created by the employees, by the equipment and actions, all meant to express and transmit to the various categories of clients or to other components of the marketing environment what the company mark means and promises.

Promotion is that component of communication consisting in messages to stimulate familiarization with the company products and services, the degree of interest for them and the decision to buy them.

Promotion becomes efficient only if it appeals to catching attention. At present there is a real boom of information, which comes up on paper, on radio, on TV, on internet. There are about 18 thousand magazines, 60 thousand books and 2 million web pages issued yearly.

In the field literature, the experts refer to a phenomenon called the “syndrome of attention deficit”. It is so strong, that the companies should spend more on marketing a product than on manufacturing it. Thus, the marketing people should study the methods and techniques to know and maximize the time dedicated to the attention on the target market.

Under these conditions, doubts with regard to the promotion efficiency might come up. On one hand they work to generate awareness to the public, on the other hand they try to draw the public attention permanently. Permanent attention means to determine a person to allocate time to a certain product, to concentrate on it, and to be determined to buy it.

The force of selling management is the activity including analyses, planning, implementa-

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10 Idem 9, p. 20.
tion and control of the activities, such as settling the goals that the force of selling should reach, strategies, recruitment, selection, training, supervision and evaluation of the staff responsible for the selling activity in a company.

The main decisions with regard to the force of selling are shown in Fig. 1.

**Fig. nr. 1. Main aspects of the force of selling management activities**

- Settling force of selling goals
- Determining strategy of structure, size and ways to pay the selling force
- Recruiting and selecting the selling process
- Training selling staff activity
- Supervising selling staff activity
- Evaluating selling staff activity

![Diagram of forces of selling management activities](image)


The accommodation staff gets all the necessary information with regard to the client.

The goals that the selling forces of the company have to reach are quite complex and numerous and by fulfilling them they achieve at least one or more targets such as:

- finding new clients;
- communicating, sending information with regard to the company products and services;
- selling goods by contacting clients, presenting them the goods, answering them and ending the deal;
- serving, thus the selling staff provide customer service, such as offering information regarding problem solving matters, ensuring technical assistance granting financial support;
- by gathering information, the selling staff write reports with regard to the development of the contracts they dealt with.

The marketing communication is developed during the relations between the organization and the components of the external environment, to ensure the most efficient circulation of the messages and to substantially contribute to reaching the company marketing goals. The components of the marketing environment that the company has as targets for its actions of communication nature are the financial environment, providers, clients, public opinion, political power.\(^{11}\)

In conclusion, we can say that the importance of communication has become more and more present in all the domains of activity, along with the evolution of society. Thus, communication has become a necessary element in the times of radical changes in the life of the companies, being the instrument of implementation of changes, of reconsideration of the internal processes, of the new strategy of the company. During the periods of structural changes, communication got new values and started to be considered an art. Rational communication can convince the human mind to change itself, but to change the humans’ “heart” the emotional language should be used. Any structural change is a radical change of attitude and this is the most difficult thing to achieve. Without an open, permanent, accurate and dynamic communication, the result of a strategic thinking, the respective change of attitude is an impossible achievement.

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7. Kotler, Ph. (2004), Marketing de la A la Z, 80 de concepte pe care trebuie să le cunoască orice manager, București, Editura CODECS.