

## THE IMPORTANCE OF COMMUNICATION IN THE MANAGEMENT STRATEGY OF AN ORGANIZATION

**Ramona Vasilica BACTER <sup>1</sup>, Emilia Alina Maria GHERDAN <sup>1</sup>, Dana Valeria BONCA <sup>2</sup>, Calin Florin BACTER <sup>3</sup>, Elena Manuela CLIMPE <sup>4</sup>**

<sup>1</sup> University of Oradea, Faculty of Environmental Protection, Street b-dul Gen Magheru, n0.26, Oradea, Romania  
Theoretically High School "Henri Coanda" Oradea, Street Bârsei no. 16/A, Oradea, Romania  
"Iosif Vulcan" National College Oradea, Street Jean Calvin, no. 3, Oradea, Romania  
"Partenie Cosma" Economic College Oradea, Street Armatei Romane, no.1 F, Oradea Romania

## RESEARCH ARTICLE

## Abstract

Communication is a process of transmitting and/or transforming information, ideas, opinions for the purpose of establishing relationships between individuals or groups of individuals. Almost entirely, the activities organized by individuals are based on the need for communication (see Maslow's pyramid, Herzberg's theories, Alderfer, Douglas Mc. Gregor).

Communication is the indispensable element for the optimal functioning of any human community, regardless of its nature and size. The continuous exchange of messages generates the unity of vision and, implicitly, of action, by harmonizing the knowledge of the goals, ways and means to achieve them, by promoting the necessary skills, by the relative homogenization of the groups in the emotional, motivational aspect (opinions, interests, beliefs, attitudes).

Management communication is a form of human communication, a management tool with which the manager can perform specific tasks: Forecasting, training, organization, coordination, control, management, management, management, management, management, management, management, management, management , management, management, management, management, management, management, management, management, assessment.

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Being part of the management process (Henry Fayol joins the communication of planning, forecasting, organization and command as one of the five basic elements of management), by which the manager understands the subordinates by making themselves understood by them, managerial communication is oriented not only towards the transmission of messages, but also towards the communication of the management. but also towards changing mentalities and their psychological adaptation to the objectives of the enterprise.

Managerial communication is an organization, in carrying out foreign policy and at the same time a network of information that is particularly useful in carrying out the internal policy of the institution.

In conclusion, modern management gives a particularly important role to communication, which it considers a vital component of the management system of any organization, either belonging to private management or belonging to public management.

**Keywords :** Management communication , strategy , management, organization

#Corresponding author : [ramonabacter@yahoo.com](mailto:ramonabacter@yahoo.com)

## INTRODUCTION

Management communication cannot be viewed outside of management. It is a major, fundamental component of it.

The evolution of management has led to the emergence of specific forms of management communication for each stage of its development.

Due to the differentiation of his duties and their complexity (as administrator, he organizes the existing processes at the organizational level, as leader decides, makes decisions, leads efficiently; as an entrepreneur acts at the right time for the proper functioning of the organization ) , managerial

communication becomes a real force, occupying a central place in the activity of any manager.

Each manager must develop and promote a policy based on a communication system that allows him to permanently adjust the structure and process of the organization to the ever-changing conditions.

Also, through his role as a negotiator, promoter of organizational policy and transmitter of this policy, the manager must form and maintain a network of contacts with partners

Managers fulfill three roles: Interpersonal, informational and decision-making. Of these, the informational roles, ie monitor, speaker and spokesperson, are those

that define communication, but the information circuit can be identified in the other roles as well. Depending on the level of hierarchy a person occupies, communication can mean up to 80% of the time they consume.

In conclusion, communication means everything in management, as long as the quality of communication depends on the understanding of the problems faced by any employee, from the manager to the official on the lowest hierarchical level. But also the relations with the external environment of the organization are particularly important elements, from which useful information can be retrieved for the proper functioning of the activity.

### **MATERIAL AND METHOD**

The methods used in this study were different: the historical method, the comparative method, the sociological method, the logical method and the analytical one, their aim was the systematic analysis of the information selected from the sources studied in order to develop personal points of view and conclusions about the stated objectives.

### **RESULTS AND DISCUSSIONS**

One of the important components of the management activity is the exchange of information and messages between the head of the organization and the subordinates, as well as between employees on the same level, without management positions.

The particularities of managerial communication related to the other types of communication are generated by the purpose, objectives and functions (roles) of this communication, the framework and structure of organizations, as well as the context of the organizational culture. Also, managerial communication in any kind of organization is subject to specific ethical norms, which are found in organizational culture, organizational policy and, obviously, in the individual ethics of employees in management positions.

The competent employee does not communicate at random or at will, but according to a certain strategy, both in terms of the act of communication itself and the strategy existing at the level of the organization (strategy that aims to create a positive image of it).

Any employee with a management position, in his capacity as manager, controls to what extent his decisions have been made, only if he can communicate with those who execute them. Only in this way can the executors know what to do and when to do it and make known their suggestions and problems.

At the level of organizations, especially in the public sector, communication is poor due to excessive bureaucracy, which often causes information to go through a lot of hierarchical levels to reach the recipient. Often, top managers are deprived of real information, oversaturated with endless reports that say nothing.

Effective communication would be aimed precisely at avoiding such situations, by giving up equally unnecessary and costly ways (in terms of time) that make it difficult to make decisions and solve problems. Sometimes communication is deficient due to a rigid communication system. The communication system must be designed as a dynamic body, capable at any time of adapting to the information needs of the employees in the system.

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

For this, in the management communication process of any organization, a number of fundamental communication needs of any employee must be met:

- the need to know – the professional knowledge necessary for the performance of tasks or the performance of the function <sup>1</sup>;
- the need to understand – it is not enough to know how to do a certain thing, but to do it and to know what needs to be done.
- the need to express yourself – to be able to bring your opinion to the attention of those at the higher levels of leadership.

The satisfaction of these needs of any individual involved in an organization must be concomitantly correlated with the observance of conditions such as:

- concise and accurate wording of the message which must ensure its correct understanding;

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<sup>1</sup> Philip Kotler, Marketing Management, Teora Publishing House, Bucharest. p 243-250

<sup>1</sup> Niculescu Elena, Modern Marketing, Concepts, techniques, strategies, Polirom Publishing House, Iasi 2000, p.204

- fast and undistorted transmission of the message;
- fluency and reversibility of communications;
- decentralization of decision-making;
- the flexibility of the communication system that must allow it to be adapted to any newly created situation.

Interpersonal roles refer to the ability of managers to represent a particular department, department or direction in front of other employees, to motivate and influence employees, to create and maintain connections both inside and outside an organization. Information roles refer to the ability of managers to collect, monitor, process, synthesize and transmit information inside, as well as outside the organization, as well as between it and other organizations (usually carried out by the public relations department within organizations).

The decision-making roles take into account the entrepreneurial quality, the ability to solve dysfunctions, the responsibility to allocate resources and the ability to negotiate, which is achieved by initiating activities, strategies and tactics that lead to change (they are carried out by all employees in management positions at different hierarchical levels, from department head, compartment, direction to top management).

Management communication must take into account the achievement of permanent managerial objectives other than those imposed by the policy of each organization.

These objectives must be correlated with the functions of management, functions that are carried out in a specific form at the level of each organization.

These are the functions of planning or forecasting, organization, coordination, training and evaluation-control. In order to understand the place and role of communication in the exercise of each of these functions, it is important to know the significance of these functions at the level of general management.

Understanding and knowing the functions of management through communication is a major prerequisite for deciphering the mechanisms of the structures of any organization.

A) at the level of general management, the planning or forecasting function consists of the whole work processes by which the main objectives of the company and its components are determined, as well as the resources and the main means necessary to achieve them. The role

of this function is to determine what is to be achieved, by what means, under what conditions and within what time horizon.

These objectives are achieved by materializing the results of the planning function according to the criteria: Degree of detail, obligation and horizon, in forecasts, plans and programs.

It is obvious that at the basis of the preparation of these forecasts, plans and programs there is an ample process of information gathering, documentation, processing and processing of information, in fact communication process.

In other words, communication is an essential component of the planning or forecasting function, without which it could not be achieved.

At the level of an organization, the planning function is to establish the objectives that it, based on the policies specific to the profile and characteristics of the organization, must achieve, to establish the resources that it allocates, through budgets, to the achievement of these objectives, the decisions that must be taken to achieve them.

Thus, both internally and externally, it is inconceivable that an organization exercises the planning function without real communication support. This is because only through communication can action plans and policies be effectively drawn up, information can be transmitted at different hierarchical levels, subordinates can be trained in the decision-making process, by co-opting to this process, by making decisions at meetings or following discussions.

B) the second function, organization, designates at the level of general management, the whole of the management processes by which the physical and intellectual work processes and their components (movements, times, operations, works, sessions, etc.) are established and delimited, as well as grouping them into positions, labor formations, compartments and their assignment to staff, according to certain managerial, economic, technical and social criteria, in order to achieve the expected objectives in the best possible conditions.

The role of the organizational function is to achieve the objectives proposed in the previous stage, by exercising the planning or forecasting function, by optimal and efficient combination of human, material, informational and financial resources, through a correct

employment of jobs, both at the level of the compartments and at the level of the entire organization.

We see, therefore, that the function of organization has a double value: We are talking about both an organization of the entire organization, and an organization of each department, direction, office, service.

c) the coordination function at the level of general management consists of "the whole of the work processes by which the decisions and actions of the company's staff and its subsystems are harmonized, within the forecasts and organizational system established previously".

In the literature, coordination is appreciated as a "dynamic organization", and this is because:

- the economic operator and the environment are in a continuous change that is impossible to fully reflect in the forecasts and the organizational system;

- the reactions of the staff, as well as the complexity and diversity of the subsystems require an operative, permanent feed-back.

In organizations, the coordination function envisages the co-operation of activities and resources optimally allocated to achieve the objectives proposed by organizational policies. In order to ensure effective coordination, it is essential to have adequate communication at all levels of management achievement in an organization.

This communication must mainly concern the transmission of information, the full perception of the message. In turn, to be effective, communication depends on a complex of factors, including:

- the quality of management achieved by the persons in the management positions (the management mode, the realism of the objectives proposed through specific policies, the level of training of the managers, the consistency between the training of the managers and the requirements of the position they occupy );

- the quality of those in the executive apparatus (their level of training, skills, interest in solving problems, degree of receptivity).

Both at the level of general management and at the level of management in an organization, the coordination function takes two forms according to the criterion of how to achieve communication:

- bilateral coordination – based on a linear communication between the manager and the subordinate, in order to obtain an operative

feedback ; this has as its main disadvantage the high time consumption;

- multilateral coordination – is based on network communication, involving a large number of subordinates who come into contact, in exchange for information with the manager; this is usually done at meetings.

D) the training "incorporates all the work processes by which the company's staff is determined to contribute to the establishment and achievement of the expected objectives, based on taking into account the factors that motivate it.

In other words, the training function in an organization aims to achieve through collaboration and motivation the deeper involvement of employees in order to achieve their objectives, objectives that are inferred from elements established through programs and organizational policies at general level. So, the achievement of this function requires, on the one hand, the creation of a climate of collaboration, and on the other hand, a proper motivation for the staff. These goals can only be achieved through communication.

(E) the evaluation-control function may be defined as "the set of processes by which the performance of the firm, its subsystems and components are measured and compared with the objectives and standards initially established, with a view to eliminating the identified deficiencies and integrating positive deviations". This amplifies that the control-evaluation function, as a stage ending the management process cycle, involves the existence of four phases:

- measurement of achievements;
- comparison of achievements with the objectives and standards initially set, highlighting the deviations produced;
- the determination of the causes that generated the observed deviations;
- making the necessary corrections, including acting as far as possible, on the causes that generated the negative deviations.

In organizations, the control activity allows decision-makers, higher authorities to determine whether or not the institution as a whole has achieved its objectives through the activity carried out. This shall be done after a relevant assessment has been carried out, based on well-formulated and specifically specified criteria.

The notification of deficiencies, of non-compliance with the stages in the implementation of specific organizational

programs and policies, leads to decisions that are capable of properly correcting the state of affairs<sup>2</sup>.

This evaluation-based and correction-based control can only be achieved to the extent that communication exists, because it is objectified in activities based on communication processes: assessing employee performance based on formal testing and/or interviews systems, drafting activity reports, formulating measures to be adopted.

To fulfill the assigned role, the manager will use the following communication functions more or less consciously, more or less deliberately:

- information function;
- command and training function;
- the function of influencing, persuasion, guidance and advice;
- integration and maintenance function.

f) The information function refers to the fact that the manager is placed in the situation of receiving two types of information: external information - sent and received through specially created structures - and internal information - which circulates through formal and informal channels within the respective organization.

The existence of these two types of information flows is due to the fact that any organization is the result of an accumulation of external interactions - with the external and internal environment - between the subdivisions of the organization and between members.

Through **the command and training function**, the manager ensures the convergence of the actions of the other employees and the departments in the structure, in the implementation of the organization's policies. Decisions and instructions ensure alignment with organizational policies, uniformity in practices and procedures, correctness and completeness of tasks.

**The function of influencing**, persuading, guiding and advising allows any manager to control both the information conveyed and the behavior of the other employees with whom they are in relationships of various types (hierarchical ascending or descending, horizontal) within the respective structure.

**The function of integration and maintenance** offers the employee from the

higher hierarchical structures the opportunity to ensure the functional operability of the department/direction/office he leads by:

- the fluency of the information flow;
- optimal use of information channels so as to avoid the overlap of information or useless information;
- sorting, checking and transmitting data according to their specifics.

This orientation of communication, through the exercise of the communication functions presented, in order to achieve some goals, which managers achieve, determines the existence of some characteristics of managerial communication, generally valid for all organizations. These have:

- any organization is both sender and receiver (addressee) in the communication process;
- any organization uses information of an internal nature and information of an external nature in carrying out its activities.

Managerial communication fulfills specific functions, these being:

- a) information function;
- b) the decision transmission function;
- c) the function of influencing the receiver;
- d) functional training;
- e) image creation function;
- f) motivational function;
- g) the function of promoting the organizational culture.

These functions of managerial communication must be viewed and understood in a unitary and interconnected manner.

The way communication is carried out within any organization depends a lot on the structure of the institution in which this process is carried out. At the level of each structure within the organizations, a distribution of activities is carried out, which entails the dependence between their compartments.

This dependence is related to the content, modality and time of action; it requires, for optimal achievement of its own objectives, the existence of effective coordination. At the level of the internal organization of any organization, the information must reach the appropriate instance (department, direction, office, person), and, most importantly, arrive in a timely manner. If the information is delayed, if it does not arrive at the right time, it loses its value.

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<sup>2</sup> Mattock J., Ehrenborh J., How to become a good negotiator, All Beck Publishing House, Bucharest, 2001

In this approach to internal communication, the emphasis is placed on the exchange of messages and information carried out at the level of an organization's structures. This exchange of information can be **vertically ascending** (from the base to the top) or **descending** (from the top to the base) or **horizontally** (made between employees belonging to some departments, directions, offices on the same hierarchical level).

Along with this exchange of information achieved through formal communication channels, ie through predetermined channels (communication taking the form of reports, notes, circulars, presentations, meetings), informal communication takes place at the level of any organizational structure.

It is about that traffic of information without any direct or immediate utility. Informal communication channels appear and exist spontaneously, are in continuous modification and operate in all directions.

For a good understanding of the concept of formal internal communication, in an organization the optimal way of functioning of the communication system must be specified: between whom the communication is carried out, which structures occupy a central place and which are marginal in the communication process.

There are thus two types of communication networks in the specialized literature:

- **centralized networks** - within which the information goes to the center and adapts to relatively simple activities<sup>3</sup>;

- **decentralized networks** - where the exchange of information does not have an important matrix, the communication being suitable for complex activities.

Also at the level of internal communication we identify several forms:

- 1 bipolar communication – in the communication process there is only one transmitter and only one receiver or recipient.

- 2 network communication – in the communication process there is a single transmitter in a relationship with several receivers.

- 3 linear communication – in the communication process there is only one

transmitter, which transmits the information to only one receiver.

However, in the process of sending messages, the information flow goes through several hierarchical levels to the recipient. As a rule, linear communication has a descending character, but it can also be vertical and rarely ascending. In fact, this type of communication is based on a hierarchical circuit represented by lines of authority and formal reporting relationships. At the same time, in addition to the specific structure and procedures, internal communication in any organization depends on a certain climate.

Two types of climate existing at the level of an organization were identified: defensive climate and open climate.

Any organization communicates not only between its components or within these components, but also between them and the external environment.

This type of communication through which organizations, through communication channels of various types, exchange messages with the external environment is called communication with the external environment or external communication.

By the external environment we mean the set of elements from the social, economic, political and cultural environment with which organizations enter into the communication process.

Communication between boss and subordinate is a key element in vertical upward or downward communication in organizations. Ideally, this exchange should give the manager the opportunity to direct subordinates towards appropriate task performance, clarify the context of the reward, and provide social and emotional support.

At the same time, they should allow subordinates to ask questions about their work roles and make proposals that allow the optimal achievement of the objectives proposed by the plans and policies at the level of this organization. But, as always, this model remains the desired ideal, at the level of organizations, in the communication process between the boss and the subordinate, there are a series of deficiencies, of communication barriers, among which we mention: the conflicting demands of the role, the

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<sup>3</sup>Dragoș Vasile, Negotiation and communication techniques, Expert Publishing House, Bucharest 2000

<sup>3</sup> Pănișoara Ion Ovidiu, Effective Communication, Polirom Publishing House, Iasi, 2004

lumping effect, the effect the status of the position.

Among these, the most frequent is that of the effect of the status of the position. The effect of job status represents the tendency of bosses to place too little value on communication with their subordinates, because the status they have causes them to show a clear desire to communicate rather with people having the same status as them or a higher status. Often this tendency has nothing to do with the professional training of subordinates <sup>4</sup>.

The role of appreciation in the structure of the boss-subordinate relationship

The perspective of subordinates

Erroneous assessments are the source of dissatisfaction. As a psychosocial element, the result of multiple determinations, there is a direct relationship between the image formed by the collective and each individual member about the leader's competence and the degree to which they normally accept his authority. It would be very effective if each subordinate trusted his boss and accepted his authority unconditionally. Subordinates want to feel that their boss is sensitive to their aspirations and feelings, receptive to their ideas and suggestions, to exude trust and respect for those they work with through his attitude and behavior.

### CONCLUSIONS

Regardless of the manager's specialty and how well he is professionally prepared, his success is conditioned by the ability to communicate pertinently and effectively;

In conclusion, we can say that in an organization, internal communication is influenced by a number of factors:

- a) organizational structure;
- b) the type of communication carried out;
- c) communication barriers;
- d) the importance of informal communication;
- e) boss-subordinate relationship;
- f) communication climate.

It is a form of human communication;

The particularities of communication are imposed by its purpose, objectives and role within the organizational structure;

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