

# THE COMMUNICATIONAL CULTURE IN MODERN ORGANIZATIONS

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**Abstract:** The reality of modern, intelligent organizations outlines the necessity of consolidating a communicational culture with benefic effects at organizational level. Thus, the communicational cultures of constructive, open and adaptable type can make remarkable performances on intern level but, also in its relation with the outside. Motivated employees, satisfied clients are just a few results of the communicational culture development.

## 1. Introduction

Developing the communicational culture is proven to be a more essential element in the management of the organizations. This includes a lot of important aspects of which we can mention those related to opening the organization toward outside and creating a favorable climate for internal communication.

How communicative an organization is, depends on management capacity of joining all the elements and administrating correctly the communication process. Lately there has been outlined the fact that the organizations must have an image which should be cultivated and protected. If in a lasting business environment, with clear perspectives, the organizations assume a value which they decline in all communicative actions, in the insubordinate environments, with a big risk, the aspects related to communication are considered as problems, management being related to financial objectives. Thus, the communication with employees, with relevant outside public, promoting the mission and the values of the organization, represents the new tendencies in which the Romanian firms should register.

This should be based on a capable communicative climate to magnify the internal communicational flows of the firm. In this context, the organization defines the patterns of communicational relations throw rules, politics, official systems which have as aim reaching the targets rationally and efficiently. On the other hand the informal organization supplements the behavioral patterns by adding elements to the organizational culture: faith, values, rituals, etc.

The communication of the organization cannot be made without the support of a general politic oriented towards reaching the aims of the organization. In this situation the organization and the communication must be watched as complementary instruments and not as independent techniques. Because of this the organization must be *communicative* and the communication must be *organized* [Iacob D., Cismaru D.M., 2004].

A communicative organization ha certain characteristics:

- To be opened – so as to communicate with the outside, the emission, and the intercepting of message is an interactive process;

- To be evolve – to be valuable the innovation and not the routine;
- To be flexible – this will allow an optimal dosage of formal and informal communication;
- To be oriented toward finality to create the most appropriate frame for the formal communication;
- To be responsible and dynamic – to make communicational opportunities and render profitable the existence means.

In conclusion, the communicative organization encourages implication, team spirit and a participative management.

## **2. The communicational climate**

The social communicational context is materialized through the atmosphere made in the communicational climate context. From this point of view the organizations can gain an open or close organizational climate.

According to Sussman, the communicational climate can be outlined after three elements: trust, the declared mission of the organization, the “underground” communication of the organization. The organization with an open communicational climate is characterized by a free circulation of information, free opinions of employees, symmetric communication, etc.

In this context, the employees see the mission of the company as favorable, are stimulated to promote the interests of the company. On the other side there is the organization with a closed communicational climate, characterized by an asymmetric communication, assimilating of information by power, blockages, etc.

The architecture of the communicational climate of an organization is defined by the following elements:

- the culture of the organization
- the mission of the organization
- social norms
- the organizational relations.

*The culture of the organization* is the conscience of the organization which comes from the behavior of the leader members and from the employees as well, and guides their comportment as a common thinking pattern. The culture of the organization comes from the comportments, reflects the values and it's a growth of a result type. We can say they are all conscience and feel if they behave according to the culture of the organization or if they break the rules [Olaru A., 2004].

At the organization's level works the principle of “duality”, conform to which the members of an organization act according to an organizational culture and the organizational culture guides the behavior. Through this guidance it's stabilizing on a long term a positive behavior in the organization. There are also negative elements of culture which can generate an illness of the organization and its culture.

The culture is the algorithm or the norms of believes and values specific to the members and the activities of the organization. It's reflected in some elements or groups of elements more or less visible.

Generally we have to make a distinction between the visible and the invisible area of the organizational culture. The invisible part which allows a differentiation at the companies' level refers to: orientation towards clients and employees, promoting the performances and the innovations.

About the visible part, this is the middle of the organization's culture and it holds all the items and behaviors of the firm in the outside and inside, respectively: the architecture of the buildings, the inside architecture, the slogans, the prints, as well as the way of addressing between the employees.

Another part of this culture is orally transmitted through legends, anecdotes, stories, myths. No matter their content of truth, they have the role of explaining a behavior, a reality and to direct the employees' behavior. In this context we can speak about rites and rituals through which the members of the companies are welcomed. Thus, by selection techniques, competitions in the firm, trainings and joining rituals can be made and recognized, in the same time, the culture of the organization.

The visible part of this culture hasn't got effects just on inside, but on outside as well through architecture, saluting, receiving guests, financial reports, brochures, advertising, etc. all these make a first impression, for the outsiders, about the culture of the company. The identity management oriented towards culture has more than esthetic valences; it is the result of a message transformation from inside to outside.

Referring to the effects between the culture, the image and the identity, these are made like this:

- *The source* is represented by the values and principles of the culture (the invisible level), which are developed on along term according to the duality principle, with its own dynamics.

- *The connecting element* is represented by the identity of the organization which is in the visible area, and that is based on values of the culture, showing to the outside an image about the organization's culture.

Thus, the successful way of an organization is paved by its culture and image, acting on the motivation of the employees and its own positioning on the market.

Just the organizations which are confronted with their own culture can use it as a starting point for developing and communicating a credible image. The culture, the identity and the image are strategic for the leaders. The procedure supposes the localization of values which are transferred to the visible part.

The components that are compatible between them, at the visible level, will be transformed in an image strategy. This will generate the magnifying of the success.

By communication it is build an image of the organization, which relying on the credibility, increases the success on the market. Finally the image is used as feedback to evaluate and increase the culture.

In conclusion, the organizations have to see themselves as a unity and have to present themselves as a unity, even if they are made by many independent sections. In case in which the connections between sections are weak, measures for rebuilding the hole must be taken. Creating the feeling "together" stays at the bottom of the organization and has a "social glue" effect. The success will be for those companies which will raise a common conscience at their employees.

### **3. The internal communication, culture and organizational climate**

Also, in the conditions of quick organizational changing, internal communication is vital for constructive influences of the public behavior. Dumitru Iacob says that the defaults in internal communication are directly reflected on the organizational climate and the most important deficit of internal communication is visible when the public receives information from outside, through mass-media. The internal communication is continuous and its intensity is influenced by many elements.

*The organizational culture* is considered an invisible force which offers the organizations the opportunity to successfully develop. Thus, the culture and the climate tend to create an encouraging atmosphere to the employees' potential. Strong companies aren't based on rational instruments of scientific management exclusively to obtain efficiency at the activities level. These use the culture, deep convictions, common values, various rites, ceremonies to sustain the strategies and politics.

Deal and Kennedy say that in an organization with a strong culture the managers know that the employees are running the business, and the organizational climate has a strong effect on their results. Thus, the companies with a weak culture outline their products, while the companies with a strong culture outline the employees' work. In the given conditions the managers have to build, to rule and to communicate a culture which reflects the organization's objectives and helps it to build its position and image on the market [Androniceanu A., 1998].

*The organizational climate* is considered as a superior level of integration of internal and external factors, objective and subjective, which are important for the organization's members and generates stability for the organization. The main factors which influence the dimension of the organizational factors are:

- The relations between the organization's employees (sympathy, antipathy, indifference).
- The degree of acceptance/in acceptance of the leader.
- The compatibility degree of necessities and employees' interests and of organization's administration.
- The peculiarities of the interpersonal communication process.
- Functional relations between employees, and between employees and management.
- The involvement degree of the employees at the realization of tasks.
- The leading style and the professional competence of the leader.
- The information degree of the employees in some situations, which can affect the organization.
- Social and professional perspectives of the employees.
- The capacity of the members to maintain the stability and unity in crisis situations.

*The leadership style* is an intrinsic element of the organizational culture which strongly influences the internal communication process. The specialists from the managerial communication domain sustain the idea that managers with a participative leading style can exert a strong influence on employees, generating symmetrical communication with benefic effects on performances.

Thus, by the way in which they communicate with the employees, by the degree of receptivity at their ideas, problems and interests, by their capacity of being good leaders, the managers create an efficient organizational climate for economy.

The degree of motivation is an extremely important element which influences the employees' participation at realizing the objectives and at a good communicational measure. The employees have to know which the aims of the company are, have to be involved in its plans. If they get more information about the company they will get more involved in the team. The well informed employees can bring a good image for the company, taking into account that the truth about a company cannot be believed by a stranger if the employees don't believe it themselves. As long as the perceptions begin to change, the employees can help the company to become innovative and dynamic.

Employers can be considered as ambassadors for the company which can recruit on their turn other employees. The good relations between the employees are correlated with the good relations in the community. Realizing this they can sustain or destroy the image of a firm.

The organizations have to be aware of the fact that the personnel is more and more exacting and in these conditions it is necessary to assume new responsibilities. The personnel become in this way a partner which role is recognized in the company's development. The specialists foresee a raising importance that managers will give to internal communication [Capital, oct. 2007].

An x-ray of the Romanian business environment shows contrary aspects, on the one hand there are organizations for which the communication is a primordial aspect and there is concern for this culture, and on the other hand, unfortunately, there are enough companies in which the managerial practice is based on authority, abusive criticism, and force. The reality of Romanian's organizations imposes some communicational culture, like:

- Communicational management sustains a transparency politics of communication.
- The communicational channels are accessible to all employees.
- High capacity of communicating and relating between employees.
- Direct communicational style oriented towards results, solutions.
- Equilibrium between communication and collaboration, formal and informal.
- Rewards for employees, as a supplementary mean of communication.
- Cultivating the team spirit.
- Promoting an open relationship at every level and between levels, based on respect and consideration.
- Informing the internal and external public by different means.

#### **4. Conclusion**

In the modern organization, communication is an important instrument which facilitates the changes and adaptations at the external environment, but which in the same time, helps at storing a history, a tradition and continuity. In this context, the communication has the role of working at knowledge, myths, history to help the organization to protect its own future. The manager's conception about communication is reflected in the organizational culture; he is the one assuring the quality of information, of internal coherence and of organizational means, of functional and operational communicational actions, of what represents indeed the communicational culture.

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