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A Possible Managerial Approach for Internal Organizational Communication Characterization

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Abstract

The paper will present a proposed approach for the organizational communication diagnosis. Based on relevant references, the context and the motivation of the research will be outlined. The proposed methodology will be applied for the characterization of the communication style (for administrative staff, including top management team) in the case of an extant company. The research conclusion (as SWOT matrix) underlines the improvements that should be made in accordance to the criteria described in order to gain organizational communication success.

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1. Introduction

In the last years, scientists of all categories have conducted various research projects regarding organizational communication from different perspectives, such as: human resources, management, psychology, sociology, organizational studies, public relations etc. Organizational communication is a field of study within the communication science. This type of communication represents the way that businesses, enterprises, companies, firms, institutions or groups communicate in their internal environment to their own members or employees, and

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how the organization as a whole communicates with people (clients, customers, vendors, suppliers, stakeholders, media, general public etc) outside its environment. Organizational communication is important to the health of an organization's members, as well as to the organization's relationship with outsiders.

It is important to establish a general definition of organizational communication because there are many different definitions that scholars have used in the past. Establishing one definition will allow the literature review and the study to focus on one specific area of organizational communication (Figure 1).

Creating efficient and effective internal communication is not an easy process. Managers of different levels need to communicate goals and tasks to employees, while the employees need to understand their tasks in order to be able to help achieve the goals of the organization. For a better understanding of what the determinants of successful internal communication are, this paper will present an overview of the main definitions.

Some references define organizational communication as a basic exchange of information within an organization. According to (Norbin, S., Halib, M. & Ghazali, Z., 2011) internal communication is the exchange of information and ideas within an organization. Other researchers offer a broader definition that takes into consideration the social dynamics of the workplace. For example, (Norbin, S., Halib, M. & Ghazali, Z., 2011) argues that internal communication is about creating an atmosphere of respect for all employees within an organization. There have been recognized that communication from management should come directly from one manager to the next, as well as from supervisor to employee, but as companies grow larger and more complex, this often becomes more difficult - hence the need for the internal communication function. Consequently, (Norbin, S., Halib, M. & Ghazali, Z., 2011) defines internal communication as “the communication transactions between individuals and/or groups at various levels and in different areas of specialization that are intended to design and redesign organizations, to implement designs, and to co-ordinate day-to-day activities.”

It has been observed through the research referenced above that organizational communication definitions address the exchange of knowledge and opinions in the organization, but also that this concept can be credited for creating a positive atmosphere for all the employees of an organization. Therefore, internal communication has an interdisciplinary function, integrating elements of human resources management, communication and marketing (Tkalac Verčič, A., Verčič, D. & Sriramesh, K., 2012). This definition establishes organizational communication as a wider dimensional concept.

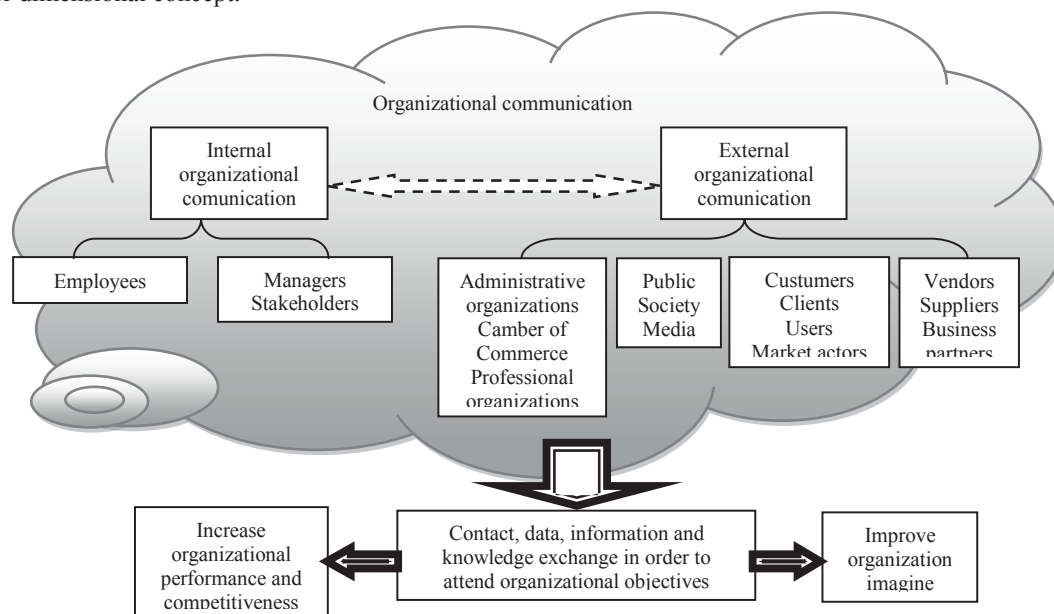


Fig. 1. The Organizational Communication – Overview Based on Definitions

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