THE ROLE OF COMMUNICATION IN THE EFFICIENCY OF THE SOCIAL DIALOG MANAGEMENT

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ABSTRACT: The quality and the efficiency of all the activities developed in the field of the social dialog management are dependent, in great measure by the quality of the communications relations between the involved actors. The increase of the importance of the social dialog is reflected at the level of hundreds of multicultural companies that try to develop a new type of management - the one that has the capacity and the ability of orquestrating the productive combination of individuals and of the efficient functioning within these new cultures. In planning a communications process which is destined to a international auditorium we must analyze every component of this with the purpose of pushing away every barrier of background noise that would alter the desired results.

KEY WORDS: social dialog management; negotiation; formal structure; informal structure

JEL CLASSIFICATION: M14, M19

1. INTRODUCTION

The communication barriers are one of the most important factors which influence in a decisive manner the social dialog management. At the international level, these barriers are determined by:
1). the misunderstandings due to the used language;
2). the cultural shock;
3). the reduced listening capacity;
4). the ethnocentrism;
5). the insensitivity;
6). the lack of sincerity (Balanica, 2003).

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In this context, the components that must be analyzed in order to process a communication in an international framework or a national one are the same as at an internal level (a company level):

1. the message motivation (why do we communicate);
2. the content of the message (what do we transmit);
3. the receiver (to whom is the message destined to);
4. the transmission method (the form and the content of the message);
5. the type of message.

The way by which these components are used will influence in a substantial manner the communication, the obtained results being different and are dependent of the type of communication an audience. In order to determine the way these elements are modified, they must be analyzed individually, separately and adapted according to the cultural necessities of the receivers.

2. THE SOCIAL DIALOG MANAGEMENT

In the social dialog management, in order to manage the differences it is recommended as communication tactics: the collaboration or the negotiation by talks. The solving of a social dialog divergence by collaboration represents the transformation of a potential negative conflict in to a positive one by encouraging the cooperation and the mutual understanding.

A useful tool in this case is represented by the confrontation. This allows the acceptance, the legitimate differences between the actors and it perceives the conflict as a natural process in most organizations. The solution for solving this problem is not represented by suppressing the conflicts but by recognizing the differences.

The confrontation in an objective and methodical manner, of the differences linked to the developed activities, often leads to obtaining some agreements between the parties. The efficiency of a confrontation has been demonstrated by Paul Laurence and Joy Lorsch (1967) which after a study developed in 20 companies have concluded that the three most preferment companies are using open confrontation as a way of solving the conflicts. The collaboration and the open confrontation need a high level of confidence between the parts. This mistrust can be achieved by an open behavior of the employees, by avoiding the gossip or by preparation meetings moderated by neutral consultants.

The negotiation by talks is recommended when the involved parties are not capable to transmit and use their information or do not trust the other members. Contrary to collaboration, the negotiation and the talks involve a much more reserved attitude with regard to the manifestation of trust in using the information owned the members of the groups and of the organizations.

The increase of the communication performances in the social dialog management implies the maintenance in a good working order of the communication channels, networks and of the structures between all the components of the organizational structure. The first condition needed to be fulfilled is the elimination of all the obstacles that are in the way of communication. In order to improve the
functioning of the communication in the social dialog management we must respect the following requests (Petrescu, 2005):

- The promotion of the actions that contribute to the increase of the intensity of psychosocial field of communication (the information flows must travel fast and at the best possible quality in order for the intensity of the field to reach maximum levels);
- Creating a balance between the formal structure and the informal structure of the organization, which imposes the integration if the informal objectives with the formal objectives (Nicolescu and Verboncu, 2007);
- Attracting the employees in the act of participating in the decision making process;
- The boosting of the elements that promote the strengthening of the links between the groups (the management groups, the employee group, the professional group) which must reflect the cohesion, solidarity, fast reaction capacity etc;
- Promoting the interest for effective communication between the employees (Mullins and Laurie, 1999);
- The accessibility of the communication language and presenting the basic elements of the transmission and receiving code of the messages between the partners of communication;
- Increasing the role of the group that realizes the control and self-control;
- The diversification of the team work groups;
- The perfecting of the hierarchical structure;
- The elimination of the communication jamming sources with the purpose of maintaining an the accuracy and the clarity of the message;
- The transparency of the decision making process (Nicolescu, 1999).

In the same time, an adequate communication for the social dialog management must be maintained by real, complex and concise information (table 1).

Last but not least, creating an effective communication between partners of the social dialog assumes the reverence of ten rules elaborated by the American Management Association

- The emitter must clarify the ideas, before communicating them, which it involves a deep analysis systematization of them;
- The ones that want to initiate the communication must exanimate the real purpose of the communication in order not to lose themselves in details;
- The ones that communicate must take into account the ensemble of physical and physiological elements of the context;
- The emitter must be careful at the nuances during the communication, as well as the basic meaning of the message;
- The emitter must develop its empathic capacity;
- During the communication, the participants must ask questions and must encourage the reciprocal presentation of reactions, because it demonstrates if the message was or not presented.
• The emitter and the receiver must communicate in perspective as well as in the present;
• The ones that communicate must be certain on support of communication;
• The emitter and the receiver must try not only to understand but also to make themselves understood.

Table 1. The qualitative request of the information for an effective communication

<table>
<thead>
<tr>
<th>No.</th>
<th>The qualitative feature of the information</th>
<th>Quality specification</th>
<th>Implication of information nonquality</th>
</tr>
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<tbody>
<tr>
<td>1.</td>
<td>Realism</td>
<td>The correct presentation of the processes and phenomenons from the organization and from the environment.</td>
<td>The false delimited problems. Incorrect decisions Opportunity and financial loses.</td>
</tr>
<tr>
<td>2.</td>
<td>Complexity</td>
<td>The presentation of the novelty of the phenomenons and processes from different point of view: economic, technical, ecological etc.</td>
<td>Sequential approach of certain fields or activities. Ignoring some aspects or activities with consequences in time.</td>
</tr>
<tr>
<td>3.</td>
<td>Clarity</td>
<td>The synthetic presentation of the message, of the novelty elements.</td>
<td>Difficulties in grasping the essential. Time loses, ambiguities and confusions.</td>
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<tr>
<td>4.</td>
<td>Reliability</td>
<td>The extraction and the conservation of the information substance with importance for the history, the present and the future of the organization.</td>
<td>Lack of continuity. Decisional inconsequence.</td>
</tr>
<tr>
<td>5.</td>
<td>Opportunity</td>
<td>The presentation of the information in the volume, structure and the level of processing required at a certain moment.</td>
<td>Premature decisions, lack of organizational, social and economical conditions. Delayed decisions, consuming the best moment can affect the reputation of the managers.</td>
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In the social dialog management, more that in any other field, the communication is the essence of practical actions, between these and the notions of efficiency, competence and prestige can be made equal.

The communication in the social dialog becomes efficient if the messages transmitted travel in both ways, from the emitter to the receiver and reverse, in the situation of transmitting the information as well as in the transforming actions. Most of the times it is necessary to verify if the social dialog managers affirmations have been correctly and entirely received, if they were completely accepted or just formally. Because of this, the correct feedback, the emitter must respond promptly and correctly at the receiver’s questions, to motivate the employees in order to fulfill the designated tasks.
The analysis of the difficulties and of the disturbances related to the communication process within the Sibiu County Council has shown the fact that the main factor is the lack of feedback, which allows the receiver (citizen, executive directors, etc.) to present the reactions, and the emitter (public servant, spokesmen, etc.) to record them. The analysis has allowed the formulation of different functions that the Sibiu County Council should fulfill:

- The control function of understanding and receiving the message in good conditions;
- The adjustment function of the message at the characteristics of the actors that participate at the social dialog at the difficulties faced.
- The social adjustment function by the flexibilization of the roles and the functions fulfilled by different partners;
- The socio-affective function (the feedback must increase the internal safety and the satisfaction of the social dialog actors).

The efficiency of the communication of the Sibiu County Council is determined by individual variables of those involved in the social dialog as well as organizational variables, of technical nature, technological and organizational one.

The efficiency of the social dialog is in equal measure conditioned by the interpersonal and organizational communication. From this perspective the Sibiu County Council must establish norms and regulations with regard to the communication in the social dialog with other partners and communication channels with feedback.

Because the social dialog management has certain finality, the insurance of a good relationship between the members of the organizational and institutional communities, as well as the insurance of well being and social equity, the morality of the Sibiu County Council employees is mandatory. In consequence the conduct of these employees is regulated by the code of conduct of the public servant. The analysis has sown the need for developing ethical codes, moral conduct systems that are in accordance with every compartment taking into account the specific nature of the public servant with regard to the citizen.

3. CONCLUSIONS

The communication is a highly complex process; it is difficult to decipher which imposes development of the social dialog management. There is a need for simplifying this process in order to have a better understanding of it and to avoid the implications and the possible conflicts that might emerge in communicating.

The communication appears in the social dialog management as a psychological problem of great importance to the inter-human relationship system. Directly or indirectly, formal or informal, people are in a permanent state of contact at the level of the professional activity or of the personal relations, and the links established by them in these fields give birth to a complex network of communication. The success in the field of social dialog management depends on the style of communication used by the employees and by the other social actors or partners from the business world.
The moral dimension of the communication process is treated at the level of organizational ethics and of decisional transparency as growth factors of the efficiency of the social dialog. This happens especially in conflict situations, when the communication can influence the effects of the social dialog and especially its social efficiency within the organization.

Finally, the need of more transparency in the activity of the Sibiu County Council is the last solid conclusion of our analysis. The citizens’ free access to the public information that presents the organization and the functioning of the Sibiu County Council is a condition of an effective social dialog. The public well being, the ethics and the transparency must become major points in the way of developing a innovating vision of the Sibiu County Council.

REFERENCES: