

CASE STUDY ON THE EFFICIENCY OF COMMUNICATION AT THE WORKPLACE IN AN ORGANIZATION

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ABSTRACT: *The paper present a case study which aims to improve the efficiency of communication relations, between employees and managers within an organization, namely within the Joyson company. The study is based on the interpretation of the results of a questionnaire that includes 14 relevant questions regarding the existing communication relationships within the organization where the questionnaire was implemented, to which questions all employees answered. The results of the study can be considered eloquent not only for the organization in which the questionnaire was implemented but also for other organizations facing similar communication problems for the solution of which they could use a questionnaire to identify and remove existing communication barriers between management organization and employees, a fact that would determine the efficiency of the communication climate primarily but also of the organizational climate in general.*

KEY WORDS: *organizational communication, communication process, communication relations, communicational climate, organization, employees, manager, conflict, dialogue.*

JEL CLASSIFICATIONS: *M10, M29.*

1. INTRODUCTION

Organizational communication include both harmonization (the activity aimed at defining a common objective) and coordination (a process aimed at achieving a predetermined objective, necessary to achieve the final goal) at the level of the involved group. In the case of the organization, communication is defined as the process through which messages are exchanged in order to achieve the individual and common objectives of its members. At the level of work group information is

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necessary: both on the hierarchical line and on the professional line. Instead of the phrase work group the word team is more effective. Not every group is a team. There are certain conditions for a group to become a team. There are the following characteristics in the formation of a team: forming, storming, norming and performing.

In detail, the characteristics of forming a team are explained as follows: forming (the practical training of a worker), storming (adapting people to the workplace), norming (normalization - uniformity, team integration) and performing (performance-after settlement, stabilization and integration into the common efforts of the newcomer). These stages are especially noticeable when new people are brought into the group who have been working together for some time, on a common action, which has become the goal of forming the future team.

Communication is often received as simple information, due to the lack of adequate feedback from the receivers, therefore:

- The term information refers to situations in which the active role belongs exclusively to the receiver, while communication refers to a system of interactive relationships;
- Information consists in relating people to facts, and communication consists in interpersonal relation;
- Information works in one direction: from sender to receiver;
- Communication is carried out in several directions, each transmitter becoming in turn a receiver and vice versa within the same communication sequence.

Internal communication encompasses all the processes that take place between organizational actors. Within the organization there are several types of communication such as written or oral, verbal or non-verbal, internal formal and informal and external. Internal communication includes formal and informal communication. Formal communication respects the organization's structures, the company's organizational chart, while informal communication takes place in the context of interpersonal relationships established between employees.

To understand communication in organizations, the first step must be taken in the direction of analysis, towards investigating reality. In order to communicate, one must know who is communicating with whom, in what atmosphere the communication takes place, what is the actual state of the organization and what are the managerial objectives for the next period and in the future.

The one who wants to sketch and then realize concrete planning ideas needs to get a coherent picture of the organization. The big picture cannot be obtained by mere observation or common sense interpretation. Conducting research leads to a number of **benefits**: detection of possible problems at an early stage; conducting research requires obtaining facts (not opinions) as a starting point for internal communication actions.

2. USE OF THE QUESTIONNAIRE IN PERFORMING THE CASE STUDY

As a result of the fact that there are undoubtedly deficiencies in communication within organizations, the study will focus on the boss-subordinate relationship in internal communication and a questionnaire will be implemented both

within the organization that is the object of the study and includes the following 14 questions:

1. How old are you?
2. How long have you been working in this organization (experience)?
3. Do you think that the environment in the organization is "charged"(tense)?
 - a. No. It's a relaxed environment
 - b. Neither relaxed nor tense
 - c. Yes. It's a tense environment
4. Are you encouraged to have open dialogues with the manager?
 - a. Yes
 - b. No
5. Describe in a few words the professional communication with the manager (what it consists of, how it is carried out)
6. What is the purpose/result of the collaborative relationship, at work, with the manager?
 - a. Effective communication
 - b. Promotion
 - c. Better results at work
 - d. Team efficiency
7. Who do you disagree with, the most?
 - a. Colleagues
 - b. Higher hierarchical level
 - c. Outsiders
 - d. None
8. How non-verbal language (body language, facial expressions, movements), paraverbal language (tone, volume of voice, rhythm and emphasis of speech) and verbal language (words) are displayed by your manager is important to you at work and colleagues in communication at work?
 - a. Yes
 - b. No
 - c. I don't pay attention to them
9. Are you satisfied about the communication with your manager?
 - a. Never
 - b. Sometime
 - c. Every time
10. Is the collaboration effective (do we manage to achieve the objectives, to solve the problem/s)?
 - a. Never
 - b. Rarely
 - c. Sometime
 - d. Every time
11. How do you consider the message sent to you, on a professional level, by the manager?
 - a. clearly formulated
 - b. ambiguous

- c. poorly structured
 - d. hard to decipher
12. How does the manager address you if there is a communication problem?
- a. by explicit message, clarifying the problem, being oriented towards solving the problem;
 - b. by means of which I am convinced that what is being asked of me is for my own good and that of the institution where I work;
 - c. through a message through which I am oriented towards the importance of solving the problem and my value in solving the problem that has arisen is recognized;
 - d. by message showing me the problem, I feel judged and I am not given the right to reply
13. Do you remember how many times a week you have scheduled meetings, useful for updating some data and harmonizing communication, at your workplace?
- a. Daily
 - b. Weekly
 - c. Monthly

14. In your opinion, how can communication be made more efficient at your workplace?

List some possibilities

In order to prevent the situation of conflict that could arise at a given moment, it is good not to let dissatisfactions become frustrations, then expand to conflict, so effective communication is needed. Conflict has its role, which is not always harmful. But, there are special conditions for the controlled supervision of a conflict. In order to follow certain effects and their consequences, a lot of experience and special skills are needed. The risks must be determined before the experiment.

Effective communication has the role of preventing conflicts. It can be done in a harmonious, organized way, unconsciously. Naturally, this requires efforts from everyone involved, starting from education, training at the workplace, the character of the people, their length of service, their involvement in trainings at the workplace, as well as the help they provide they all receive from the public institution/organization in which they work (psychological counseling sessions, personal development counseling sessions, more frequent work sessions in which this topic is constantly touched upon, sessions with a communication specialist, etc.) .

The main objective of implementing the questionnaire is the harmonization of communication, the prevention of conflict situations through organized means: meetings with specialists in the prevention of conflict situations, specialized trainings, short and frequent meetings at the workplace, a suitable approach to people, without veiled threats, without raised voices, calling on their seniority in the field of work, by emphasizing their value, by the human approach, showing them their mistakes and their consequences on the company, so that they are fully aware of them, sanctions where appropriate (but not before to talk to the person in question face to face), etc. The main purpose of data processing as a result of the implementation of the questionnaire is to draw attention to the importance of preventing the state of conflict by making communication more efficient, as well as "raising" an alarm signal about the consequences that could occur as a result of neglecting this aspect.

3. IMPLEMENTATION OF THE QUESTIONNAIRE WITHIN THE COMPANY JOYSON

The company Joyson, Ribița, Hunedoara county, is the organization where all the requested employees (25 people) answered the questions.

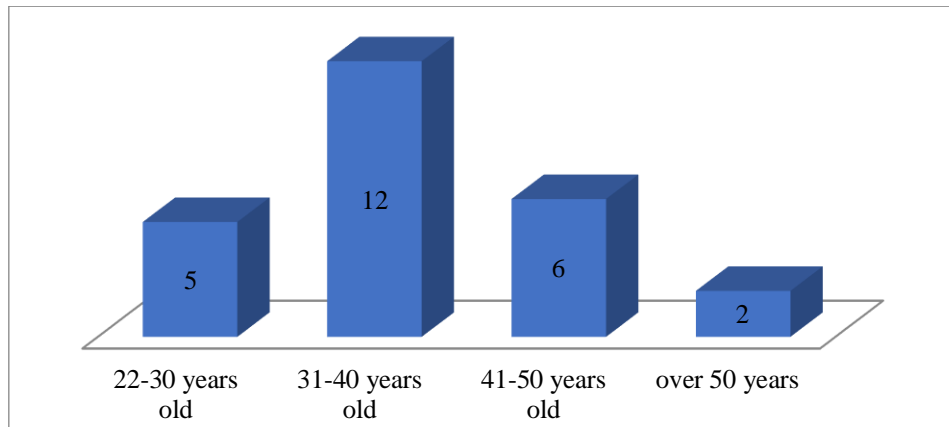


Figure 1. Age distribution

1. In the first item of the questionnaire, we notice that the employees are aged between 22 - 50 and over 50 years old (fig.1.)

2. In the second item, we notice that employees with 2-5 years of experience predominate. The team is relatively young. There is a good chance that there is a well-organized nucleation process going on. The duration of crystallization depends a lot on the manager and the level of employee involvement. So, effective communication is necessary, a condition without which the unity necessary to achieve good results in production cannot be achieved.

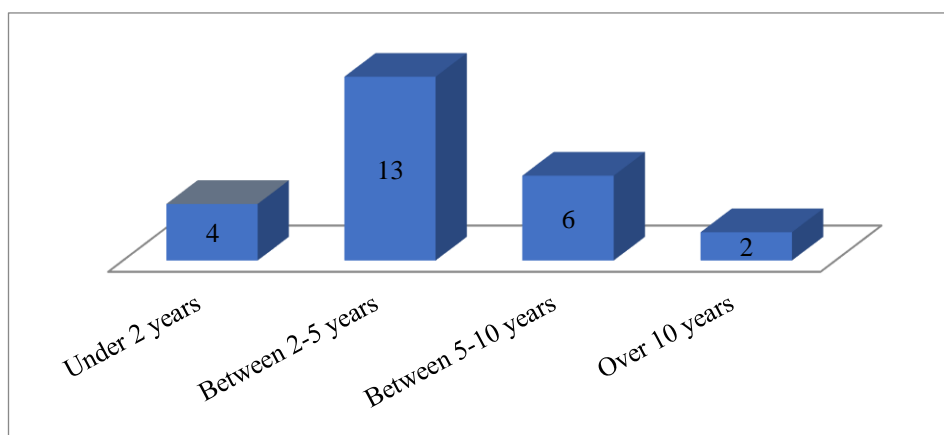


Figure 2. Experience

3. Since it's a team in formation, the stress/tension level is fairly even, but can increase from week to week. This should be followed up. If there is pressure through the targets pursued by the organization, then it increases the level of stress on each employee. Behavior changes, language can change both from management to employees and vice versa as a response. Effective communication starts with the manager and is supported by those who promote/impose the way to communicate in the team (team-leaders).

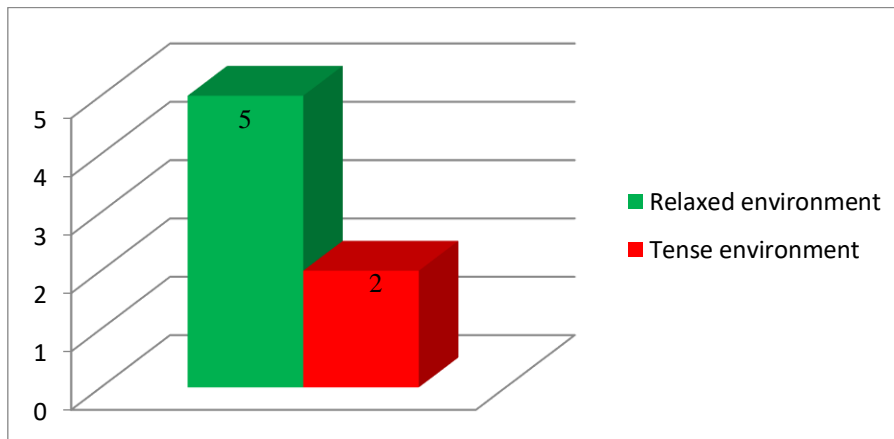


Figure 3. Stress level

4. The content of this item is a closed yes/no question. I have explained the context a little, so that you can better understand how things actually happen. It seems that our team is consolidating at a sustained pace. We observe this from the graph below.

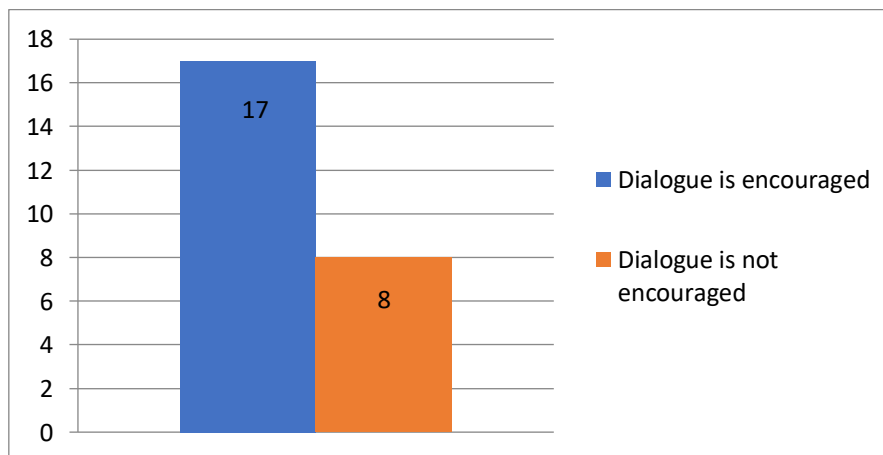


Figure 4. Encourage dialogue

Where dialogue is encouraged, there is effective communication, so the team is strengthened.

5. It is an item that requires a description, in one's own words, of the professional relationship with the hierarchical superior, from which it follows that most employees adapt on the fly to the communication requirements of the place where they work. Management is open to employees. There is also the feedback. The following can be observed: the level of involvement, the desire to communicate effectively with the manager/hierarchical superior, the desire to improve and learn, etc.

6. As we stated above, there are bonds being strengthened between the plant manager and the employees and vice versa. **We follow this at the level of internal communication, in the boss-subordinate, employee-manager relationship.** It can be seen from the chart below that there is effective communication and that employees want to achieve better results at work, which is important for communication and team effectiveness alike.

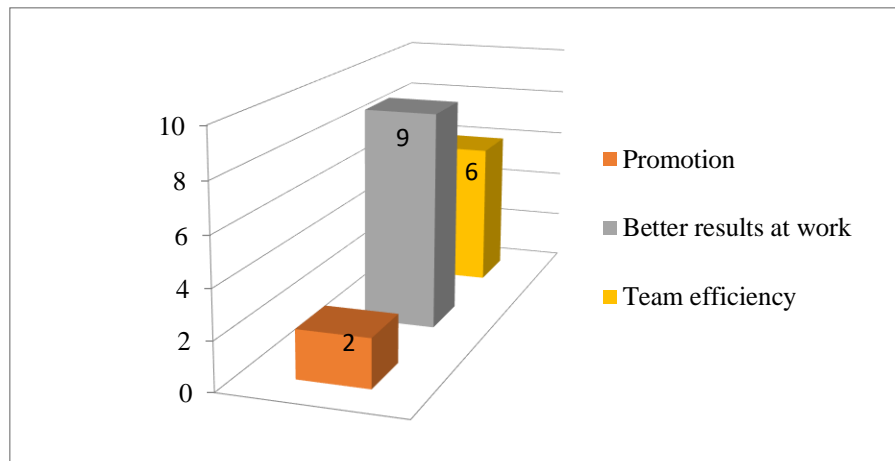


Figure 5. The purpose/result of the collaborative relationship

7. We notice that there are disagreements between co-workers and between employees and plant manager/manager.

An effective communication would prevent the outbreak of a conflict, which, in the situation of a team in the process of consolidation, would slow down the process and the achievement of the results required by the target imposed by the management.

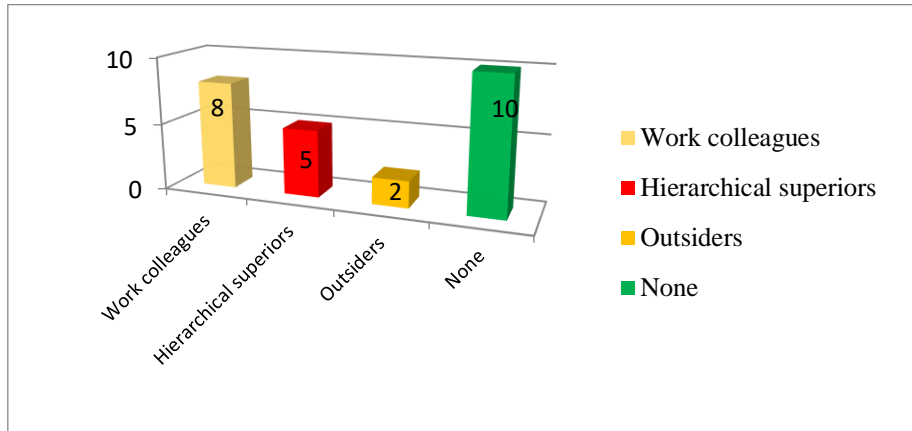


Figure 6. Disagreements

Daily meetings and supervision of work lines are required, but putting pressure on employees is not recommended.

8. Non-verbal, paraverbal and verbal language is important for employees and not only. The graph completed by the employees clearly supports this fact. Effective communication leads both to strengthening the team and to achieving good results at work (achieving targets).

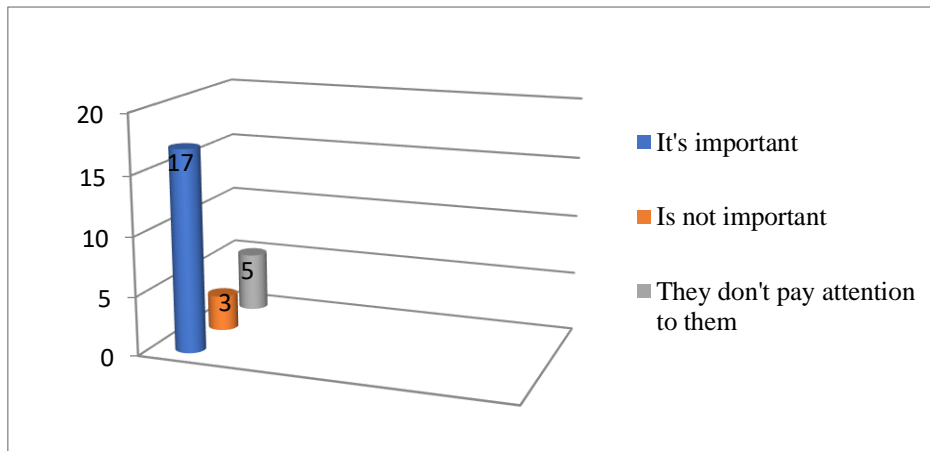


Figure 7. The importance of non-verbal, paraverbal, verbal language

9. From this chart it appears that the way communication between the boss/employee/you is going is very good. Most employees understand the messages sent and work sustainably.

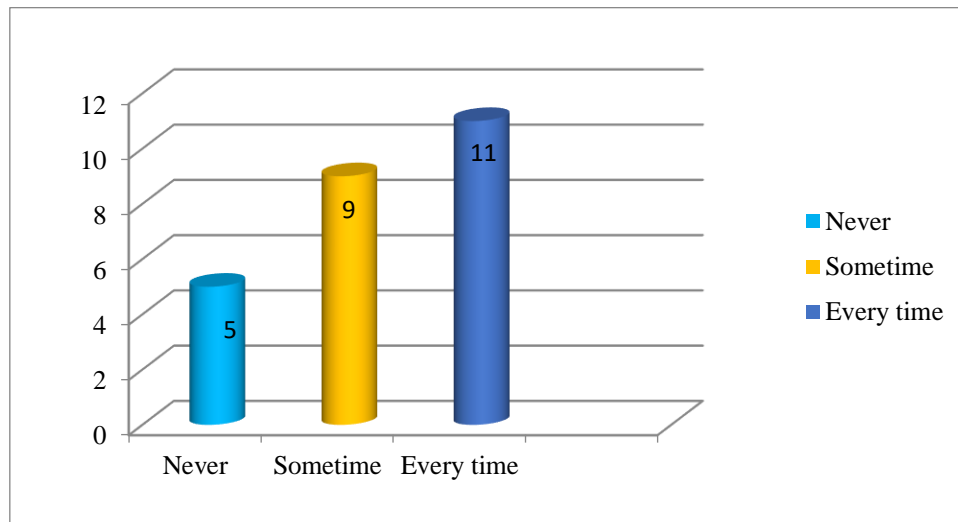


Figure 8. The efficiency of the communication relationship with the hierarchical superior

10. In the work process, various problems arise that must be solved/overcome.

It seems that the manager here is an experienced character and that he knows how to communicate with subordinates so that they can understand and implement what is asked of them. He is a leader, not just a boss. Just as not every group is a team, not every boss is a leader.

There are differences supported by mastery gained from practice, hence experience. This is what the chart also points out:

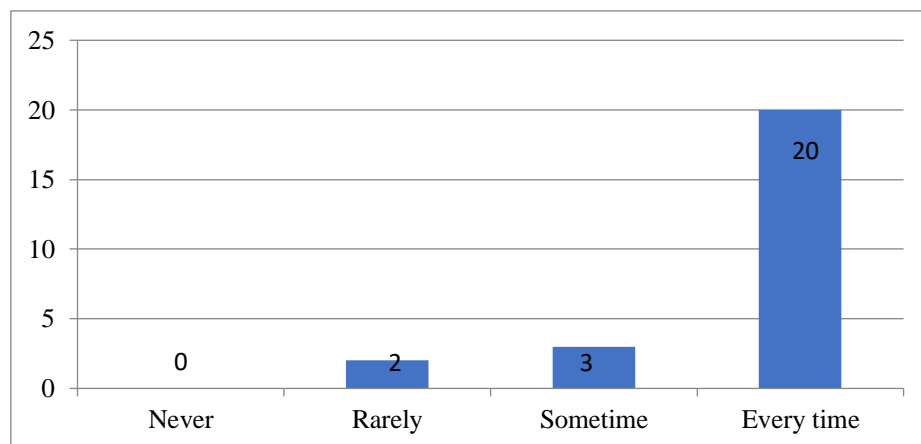


Figure 9. Effective collaboration-solving the problem/problems

11. The messages sent by the plant manager/manager are formulated clearly enough, having both an informative, instructive and supportive role. There are employees who have comprehension problems, but these are not related to the job, but

rather to the understanding of less common words for them. These misunderstandings were overcome through additional training. Finding them was a good thing, because some good craftsmen were recovered. The level of personal training, apart from the specialization that everyone practices, also depends on each individual, not only on the organization.

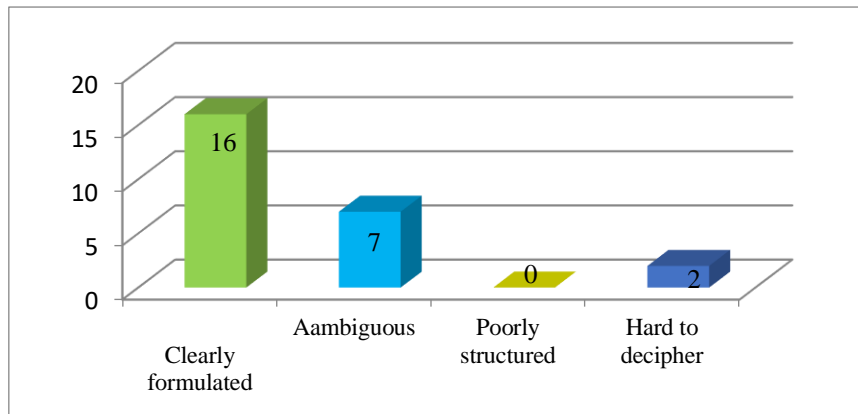


Figure 10. The clarity message sent by the superior to the employee

12. Here, the manager's communication methods are revealed, that is, how he addresses the employees, when communication problems arise:

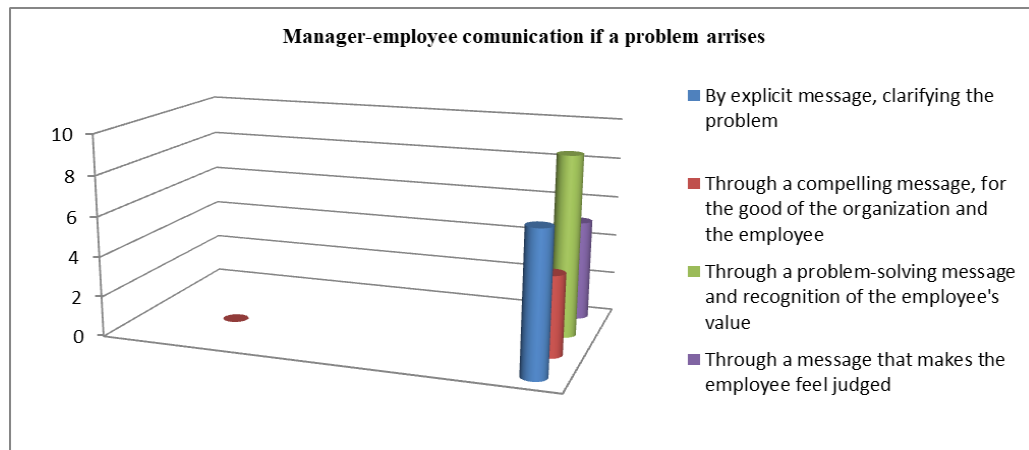


Figure 11. Manager-employee communication if a problem arises

In this organization, **problem-solving message communication and recognition of the employee's value, the problem-solving managerial communication style, are preferred.** This implies that the manager: chooses to communicate face-to-face whenever he has the opportunity, communicates authentically and encourages his employees to open up more, pays attention to non-

verbal language (smiles, keeps arms open, not crossed, maintains eye contact, showing that he cares), listens more carefully to what employees say.

13. Meetings are scheduled daily, before the start of work, so that the team has the targets in mind. **Team building, effective communication, good production results are important elements for any successful organization.**

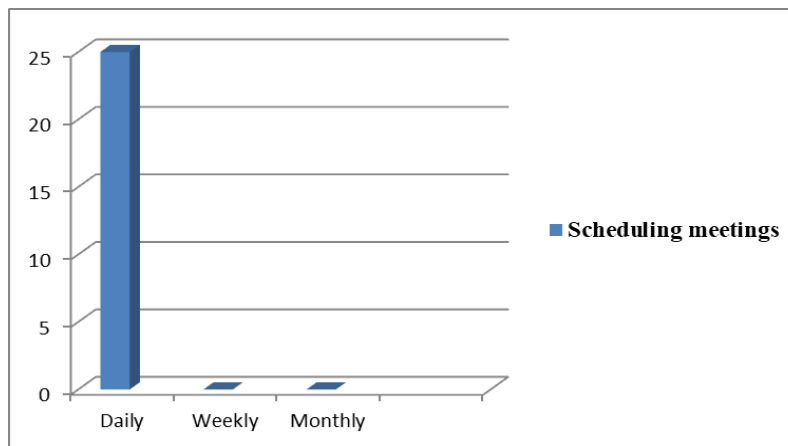


Figure 12. Scheduling meetings

14. It is a question in which the opinion of the employee is requested regarding the efficiency of communication. Employees are asked to write in their own words, briefly.

The following can be observed: level of engagement, willingness to learn a better way of communicating, listening, etc.

4. CONCLUSIONS

The organization in the example is in the process of consolidation, faces a number of problems, but has every chance to be successful in the future. The manager is an experienced leader and promotes through leadership a series of objectives related to: training, communication, information, achieving the target, supporting employees, listening and valuing experienced employees, supporting their improvement, etc. However, there are both strong points in terms of communication relationships within the organization, but also shortcomings.

As a result of the answers received based on the questionnaire implemented within the organization, the following **conclusions** can be formulated:

1. Both the employees and the manager are aware of the existence of some impediments in communication and believe that their acceptance could be a first step that would lead to the efficiency of communication within the organization;
2. Employees requested daily meetings at the beginning of the work shift;
3. Communication is carried out through a message aimed at solving the problem and recognizing the value of the employee;

4. The manager/supervisor is open to dialogue with employees, having the ability/patience to listen to them;
5. It is important for employees to use non-verbal, paraverbal and verbal language in the communication process;
6. The employees' relationship with the manager/hierarchical boss is good (from a professional point of view) and although there are sometimes disagreements, which represent risks of a conflict breaking out among the organization's employees, due to poor stress management and their educational deficiencies, however through a good management of communication relationships, conflict is not reached;
7. All employees of the organization answered all the questions in the questionnaire, which leads to the conclusion that the workplace atmosphere is not a restrictive one, even if the notion of effective communication is understood differently depending on the degree of understanding of each individual employee;
8. There is goodwill on the part of all employees of the organization (whether they are bosses or employees) to improve the communication process that could lead to the harmonization of relations between bosses and subordinates, an aspect that could be achieved through: trainings with specialists in communication and counseling (psychological, personal development), watching motivational videos at the end of the sessions, etc.

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