

THE IMPACT OF ORGANIZATIONAL AND INSTITUTIONAL COMMUNICATION ON EMPLOYEE PERFORMANCE

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ABSTRACT: *The paper highlights how communication is, along with motivation and professional competence, the key to efficiency in an organization. All members of an organization spend most of their time communicating in one form or another, regardless of their position in the hierarchy. Since today the number of employees in services and offices exceeds that of the workers in production, there is a greater need to improve communication because greater collaboration between colleagues and hierarchical levels is needed, and teamwork has been generalized that cannot be effective without good collaboration between all team members. Moreover, changes in technology have led to transformations in the structure and activity of organizations and, in particular, public institutions. This is why communication practices and technologies have become increasingly important for all types of organizations. In addition, the role of the manager in the organizational communication process is increased, he is the one who processes the internal and external information, and on the other hand the manager communicates this information to subordinates (he is in the position of disseminator) and to those outside the organization (he is a spokesman).*

KEY WORDS: *organizational communication, institutional communication, information, work performance, communication climate.*

JEL CLASSIFICATIONS: *M16, H23.*

1. INTRODUCTION

In everyday life, every person communicates in different proportions, being aware that in this way he is subjected to a process with formal implications. The commitment to a discussion of several persons requires that at least one of them should utter words and the others should listen to them, while being attentive to the mimicry and gestures of the speaker in order to be able to infer much more easily the meaning of

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the spoken words. In this way, their response comes while the symbols are received. All partners involved in the discussion are able to transmit, receive and interpret the messages circulated. Even if at first glance it can be appreciated that the communication process is easy and within reach of many, its development requires different stages, and their identification and knowledge become a special necessity, especially in the case of managers. In these circumstances, it becomes clear that an important element of this coordination function is given by communication. Following the exchange of messages between people, communication can lead to obtaining the agreement, but it is not excluded the variant of disagreement, it can lead to the imposition of power or to negotiation and consensus (Niculae, et al., 2006).

In the beginning, communication derives from the Latin word *communis* (common) and points out an extremely simple fact: In communicating, one wishes to connect with other people and to transmit information, ideas, attitudes. At the same time, communication involves not only the issuing of sounds and words, but also thinking and knowing. Every day, a person faces different kinds of situations, which require different behaviors and ways of communication appropriate to the situation. In this sense, there is the need to have a true communicational culture: When, how, how, and where to speak, and in what situation to do so.

At the level of the organization, the communication process is the one through which the exchange of messages is carried out with the stated purpose of achieving both the individual and the common goals of all its members. As a result, interpersonal communication becomes the support of organizational relationships. Due to its complexity, communication, beyond its structural side, also involves other aspects of the organization's existence: Economic, cultural, psychological, technical or educational. The same complexity makes it necessary, in practice, to have a special skill of the manager: The ability to be a good communicator. Obviously, this skill can be developed mainly from the manager's understanding of the role of organizational communication.

2. ORGANIZATIONAL AND INSTITUTIONAL COMMUNICATION

The communication allows the organization to carry out the action of information (providing the foundation of decisions), motivation (stimulating cooperation and involvement in achieving objectives), control (clarifying duties, establishing authorities and responsibilities). Another important aspect of communication at the level of the organization is given by its emotional function (expressing feelings, feelings, etc.), thus, certain positions within the organization can be strengthened.

There are two major functions of communication regarding the life of the organization:

- ↳ the function of unifying the activities of the organization – by communicating, people become united in an organization and thus can cooperate to achieve the goal. In this context, communication comes to bring about a change, in the sense of positively influencing all actions taken by individuals to ensure the prosperity of the organization.
- ↳ management integration function - because it integrates managerial functions, communication becomes of vital importance for the internal functioning of the

organization, especially considering that it also allows the connection of the organization with the external environment.

The message transmitted between the sender and the receiver can take one of the following forms: Written, verbal and non-verbal. Depending on the way the message is presented, various advantages can be obtained, respectively some disadvantages can be assumed. The choice of the form of presentation of the message plays a primary role in achieving the success of the message transmitted. Depending on the content of the message, the nature of the respective task or the specific of the receiver, the organizational communication mode is chosen. In his capacity as the main broadcaster, the manager of the organization is the one who decides what form he will use, for ease of communication, both for himself, but especially for the recipient of the message, given that some of the employees would prefer an oral message that he would better understand, others would prefer the written version. For reasons of accuracy, it is assessed that the written form of the message is preferable to the oral one.

1. Written communication is that type of communication in the life of organizations, regardless of their field of activity, which plays a particularly important role. The need for written orders, the need to formalize and institutionalize the relations between the members of the group, the application of legislation and other legal regulations, the implementation of technical indications, are reasons why written communication becomes indispensable to the conduct of activities in an organization.

This type of communication is used when the message sent is intended to last for a longer period of time, in any situation that prevents forgetting or when responsibilities must be unequivocally fixed. Written communications from organizations can be constitutive elements of accounting records, archive for a period of time, or be, if the situation requires, evidence in court. The share of these written documents in the whole written communication is increasing the more with the organization is larger and more complex.

Written communications may take a standardized form (any form that involves systematizing information about certain aspects of the organization's work) or may be occasional. The route of these communications can be standardized, with even people and compartments specialized in this respect, their route can be guided, but various occasional written communications can be encountered, the route of which is not so rigorously standardized.

2. Verbal communication is a communication process with a very high frequency of use in organizations. According to some estimates, about 70% of internal communications in organizations are done verbally.

Verbal communication is made using language, but it is influenced to a large extent by the personal opinions of individuals, the values to which they relate, the landmarks they have in life, at the time of transmission or reception of messages.

In general, verbal communication is intended to:

- opinions, attitudes that express an individual's position in a specific situation, points
- feelings and reactions at the central level to certain situations.

When considering the organizational, internal or external framework, verbal communication addresses a whole range of issues, namely:

- (b) within the organization:
 - exchange of information;
 - training of subordinates;
 - influence the attitude of the subalterns;
 - maintaining or changing the managerial culture;
 - change of individual or group identity, etc.
 - (B) outside the organization:
 - explanation of the organization's policy;
 - creating and maintaining a favorable image, good relationships with various partners.
- For verbal communication it is very important the manner of address, namely the way the message is sent, so that it is a clear, concise, precise, convincing and not very long message that reaches its target precisely.
- b. **Non-verbal communication**, if mastered with skill and responsibility, can become extremely effective in issuing and deciphering messages circulated through the various communication channels in organizations.
- This type of communication focuses on sending messages by any other means, other than written or spoken, namely: Body movements, mimic, gestures, eye contact, holding, etc. the distance between people, etc., all of which are, in fact, "partial or additional messages that complement the content of verbal messages" (Abric, 2012).
- A main feature of this type of communication is that it overlaps with verbal communication, which allows messages to be transmitted even during the discussion between partners. It is estimated that about 90% of the content of a message is transmitted through this nonverbal way. The aralinguistic phenomena, i.e. tonality, speed, timbre, voice intensity and accent, express numerous affective and relational information. While verbal communication is always voluntary, non-verbal communication can be both voluntary and involuntary (Amado & Guittet, 2011).
- In the case of voluntary non-verbal communication, conventional signs such as some basic, universal gestures (lifting shoulders, used when a person does not know or understand what is being talked about) and emblematic signs are used.
- In the communication process it is worth emphasizing that, by placing at an optimal distance what the speaker (the speaker), the auditor is much more attentive to the speech and as such will appreciate it as such, compared to a placement at a too short or too long distance, this will only hinder the reception of the message.
- The coordination of human activities is based on the communication of the exchange of ideas, information and opinions, using words, gestures and attitudes. Normally speaking and writing should not pose any problems, as relatively simple actions, understanding what is written or what has been communicated orally is the main challenge of communication. The difficulty is due to the inherent differences between people, knowing that each person has a unique personality, a training and experience acquired over time, respectively their own aspirations, elements that taken separately or together have an influence on the perception of messages transmitted through the various communication channels existing in organizations.

For different people, the perception of a word, a gesture, an expression can be totally different. Under these circumstances, the challenge is at the level of the manager of the organization, because it becomes an essential problem to understand all these aspects, given that his work is based on a communication with a whole series of people to whom he may not have any kind of friendship, sympathy or kinship relationship.

The emergence of misunderstandings between the members of the organization, disagreements between them or even potential conflicts that may arise have an explanation in communication, in the barriers that both the managers and the staff of their subordinates raise, consciously or unconsciously in the way of communication. In the way of communication between people, there are a whole series of barriers, of which the best known are:

a) personality differences. The personality of the individual prefigures itself during his evolution into a complex of adaptation systems, which are responsible for his conduct. It is the result of the social environment (family, education, country), of the physical environment (food, climate), of the temperament and constitution of the individual, as well as of all previously acquired habits and habits (hygiene, way of life).

It should be noted that people are not born with a predefined personality. It develops over the course of life, being influenced by the genetic inheritance, the environment or the individual's own experience. At maturity, the personality is defined, integrating different components of the individual acquired along the way. The different ways of communication that can be achieved within the organization also depend on the unique personalities that exist within it. Depending on the self-image, each individual takes his own references to those around him and the world in general.

b) differences in perception. The reception and understanding of messages are different aspects, being affected by the personality of the individual, the physical and moral structure of this or the environment in which perception develops is that process by which information and stimuli are selected and interpreted at the sensory level in relation to the individual's own life landmarks and to the general picture of the world and life of the individual.

Man is constantly fed with information. Some of these are ignored as being perceived as useless, while others are accepted and consequently interpreted in accordance with one's own concepts and experiences. Life experiences are able to influence the ability to correctly interpret or even predict present or future events. There is a likelihood that after receiving and interpreting the received message, people will even hear or see exactly what the message has predicted, but it is also not to be ignored when the assessment of the message was made incorrectly. As a result, one of the important barriers in objectivity with which messages are interpreted is represented by one's own perception (Cornescu, et al., 2003).

In general, people avoid accepting information that threatens their landmarks and perceptions of the world, sensitivities or personal habits. For this purpose, a filtering of information is carried out, which is accepted or rejected, taking into account the situation in which it was transmitted, the mode of transmission or the person who provided that information. For example, an observation that comes from a close person, whether a relative or a friend, about mistakes in speech or clothing can be accepted with

greater ease. Compared to the same observation from a stranger that can be considered a reproach or a threat to the person.

3. CONCLUSIONS

The climate of communication is what it means by the general atmosphere under which the communication process takes place. This climate has an influence on the communication process itself, but also on all the effects it produces on the individual and group performance, or on the satisfaction of the interlocutors.

A climate in which cooperation should prevail must be one that has as characteristics flexibility, respect, spontaneity, empathy, mutual trust or focus on the tasks received.

In such a climate, participants have every interest in solving problems of service that arise, respect each other and appreciate each other and do not come to manifest themselves on the basis of "hidden agendas" ("one say and the other think and do"). Instead, a climate in which mutual trust between employees does not exist, where there is a feeling of suspicion and betrayal, where there is a tendency to dominate and control others, is a defensive climate in which recourse to the "hidden agenda" is manifested. In such a climate, the participants' attention is directed more toward existing conflicts and tensions and less in carrying out their tasks, thus they become manipulative, blocking and filtering information in the desire to gain greater personal power for themselves. It is not only the size and nature of the organization that determines the existing communication climate, but also its traditions and values, the existence of power groups and the relationships established between them, the nature of managerial policies or the rigidity of the communication networks used by the organization.

Work performance is a concept that can be analyzed from several perspectives, it can be approached on several levels, namely: At the individual level, at the group level and at the organization level.

Work performance is directly influenced by variables of an individual nature (personality traits). skills, motivation, skills, health) and organizational technical, technological and organizational variables (space and working hours. incentive systems, equipment, technologies and management) but nevertheless interpersonal and organizational communication must be considered as an important factor. Whether the feedback comes from the organization itself, from the bosses or from colleagues, as an effect of knowing the immediate and final results of their work, it exerts a positive influence.

This communication of results has both an informational and motivational role: It leads attention to the main aspects of the task, determines the adoption of the best performance-specific behaviors. An excess in this regard can cause performance damage, while a lack of feedback causes inefficient and random behavior. In order to avoid performance deterioration by slowly integrating new employees into the organization, special integration programs have been designed for the purpose of rapid familiarization by providing essential information regarding existing regulations, imposed rules or communication channels used. Communication participants do not always make equal contributions to performance, because there are situations, in

ascending communication, where two employees have different content associated: One always asks for guidance, and the other constantly provides the information necessary for decision making.

Communication also influences job satisfaction. Employees who are able to access consistent information are considered satisfied, even if their performance is poor, and in the situation of information scarcity or distorted information, dissatisfaction arises, especially if that information would have been useful for the work carried out. At the same time, not participating in the communication process is not only causing dissatisfaction, but also generating a sense of insecurity accompanied by emotional tension.

The efficiency of the group activity is directly influenced by the nature of the communication network used (formal or informal) and its structure (restrictive or flexible). The formal communication networks are intended for the information circuit necessary to conduct the activity in good conditions, and this is also the reason why they are considered restrictive: Participants are only allowed access to information that is directly related to their own activity and the collaborations involved in it. When the organization is larger and more hierarchical, it becomes obvious that the control of the information flow is also increasing.

Due to the fact that they have information circuits, namely well-structured communication rules, restrictive networks benefit from a major advantage given that they allow for faster execution and there can be no room for other interpretations or deliberations. The disadvantage is that they allow only to a very small extent to perform the expressive function of communication, can lead to dissatisfaction, opposition, can cause filtering of messages or blocking them.

In the operation of non-restrictive networks, regardless of their formal or informal nature, the negative influence is determined by the lack of speed of sending messages, by the personal interests of the participants, by the fact that they are dependent on transmission and show a tendency to excess the amount of information circulated. The main advantage is the fact that it produces a satisfaction in the fact that there is access to information, which strengthens the cohesion of the group at the level of the organization and their loyalty to that organization. Informal communication networks, by their existence, do not only have negative effects on the efficiency of the work carried out. Resistance to change can be countered by promoting change-specific elements through these networks: it will increase the credibility of information by being associated with informal sources, thus making it easier for employees to accept permission and thus be able to adhere to the proposed changes.

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