

The Communication Impact on the Productivity Growth of Human Resources

Associate Professor Ioan Bordean, PhD
Danubius University of Galati, Romania
ioanbordean@univ-danubius.ro

Daniela Monica Robu
Danubius University of Galati, Romania
danarobu@univ-danubius.ro

Abstract: In the work process the communication plays an essential role in any system that assumes the existence of an information flow that enables its operation as a whole. Communication is vital, it enables the organization's performance. The features and complexity of human resource are tricky for managers of all levels, so their management is an important aspect of the enterprise. Successful initiation and development of various organizations' activities dependent overwhelmingly on the degree to which it is understood, motivated and coordinated the human factor. The quality and functionality of communication depends on how resources are used and the organization's goals are achieved. None of the managerial functions can exist without communication; they assume complex activities and decisions, which are, by definition, activities of information processing.

Keywords: communication; information flow; organizational relationships; motivation; performance

1. Introduction

The communication is a fundamental need, as eating, drinking, so fundamental that, in the past, there were forms of torture that presupposed isolating an individual in a cell without being allowed any sound or visual communication with the environment. The communication policy in a company is, above all, establishing an effective practice of circulating the information. (Prodan, 2008, p. 98) Internal communication may be deemed to include managerial communication (with formal priority) which requires the presence of the communication manager and communication to the staff (with informal priority) that takes place between people at the same hierarchical level or between employees of different departments or divisions. Internal communication includes all communication acts

that occur within an enterprise, the ways are diverse from one organization to another. Information should flow whether an employee is promoted, he has a happy event in the family or leaves the company, if something or someone is changed at the level of leadership, if the company launches a new product, public a stock or decides to expand their activity in another geographic area. Communication has to be answer, form the social point of view, for the expectations of information, compelling and legitimate of its employees. You cannot demand people to blindly participate in community work. They need to understand where the enterprise is heading, they need to have their skills recognized and to be heard. Good communication has a positive effect on the internal climate (there is the legitimate opinion according to which the employees build the company) and thus the overall image of the company. The present research, studying the works of specialists in the field and analyzing the case study of the two Romanian companies we intend to determine the extent to which the intra-institutional communication contributes to the effectiveness of employee's work and achieving excellence in the activity.

2. The Need for Organizational Communication

Seeking answer to the question "what does communication exist in an enterprise?", it was found that the practice and communicational theory formulated in a coherent way some explanations, widely accepted (Rosca, Varzaru & Rosca, 2005, p. 427):

1. Management functions cannot be processed without communication. Establishing objectives processes, achieving consistency with organizational and informational structure, harmonizing the initial objectives and actions in order to eliminate deficiencies, training personnel, all are based on receiving and transmitting messages.
2. Communication establishes and maintains relationships between employees, giving them the necessary information to guide and evaluate their own work in relation to others, with the requirements of the organization as a whole and its environment.
3. By feedback the communication reveals the possibilities of improving individual performance and general organization.
4. Already at the base of motivation process, communication makes possible the identification, the knowledge and correct achievement of different

categories of needs and incentives for guiding employees' behavior towards performance and satisfaction.

5. It contributes to the establishment of fair and effective relationships of understanding and mutual acceptance between bosses and subordinates, colleagues, people from inside and outside the organization.

At the level of the organization, communication is a complex process where there are exchanges of messages of its members in order to achieve certain individual and joint objectives, being recognized the feature of "prime spiritual instrument of human being in its socialization process." (Candea & Candea, 1996, p. 25) Besides interpersonal communication, in order to advance in life, it is the need of a well-grounded motivation. This means a better understanding of his own being - the ways we think, feel and behave, why do so (and not otherwise), from where did we learn these ways, if they are useful or not these ways.

Experts established several criteria for successful communication, namely:

- Listen to the other carefully and quietly;
- Do not interrupt;
- Do not be offended if your are contradicted, do not take criticism personally;
- To take your time for reflection before giving a significant response;
- To resolve conflicts openly;
- To express emotions in a constructive manner;
- To be calm, aware, not being influenced by the title or other status;
- Maintain a wide variety of options, being open to changes and contradictions;
- Not "jump" over the wishes and feelings of another in order to avoid later for the other to feel bad for not being taken into account.

3. Interpersonal Communication in Organizations

The end of the last century marked the transition to performance management in the world, where the manager, based on its qualities of good communicator,

becomes a coordination hub of information, a management and decision-making center. (Vancea, 2005, p. 66)

To communicate effectively, managers need to know not only the general concepts of interpersonal communication, but also the features of interpersonal communication in organizations, whereas the communication in organizations is directly linked to its objectives, functions and structure. To a significant extent, the success of the organization is influenced by the effectiveness of communication in the organization.

As a state of mind and an instrument of leadership, managerial communication is present in all aspects of managers' work, providing operational management functions, enhancing individual and collective performance, the stability of a fair and effective relationship between employees both horizontally and vertically. It is essential for the manager's relationship with the environment for its access to information sources.

Specialists consider that, in its concrete activity, the manager has different roles, depending on how they communicate, namely:

- Interpersonal roles, which are expressed in his relations with employees. The manager can play the roles of: leader, liaison or representative figure;
- Information roles, which are reflected in the actions of creating and developing the information network. The manager may act as: monitor, disseminator of information or spokesperson;
- Decision-making roles, manifested at the moment of choosing the optimal variant. The manager will be: entrepreneur, failures solver, responsible for allocating resources or negotiator.

To successfully fulfill these roles, the manager must be based on the following communication functions:

- Information function - monitoring internal and external information obtained by all possible means;
- Function of command and training - to ensure the unity and continuity of collective action towards the set objectives;
- Function of influence and persuasion, guidance and counseling - control over the information and employee behavior;

- Function of integration and retention of information - ensure the effectiveness of the organization.

The competent manager must support and develop the communication relation in order to ensure free flow of information of any kind, undistorted, from and towards it. In this context, supportive communication and empathic communication plays a very important.

Supportive communication emphasizes aspects of correlation between communicators and it focuses on insuring support for the relation of interpersonal communication in order to achieve the optimal goal and its objectives.

Empathic communication aims at full understanding the interlocutor at intellectual and emotional level, adopting his reference framework, his way of looking at things.

In S.C. CONSTRUCT SRL Galati, a company having as main activity the construction works, installations, hydraulic structures, roads, the type of communication network through which information is transmitted to the shape of star, characterized by a strongly centralized leadership. Formal communication in the company is through *face to face meetings and discussions*. At the meetings attend the deputy general directors and other directors of departments where there are discussed issues related to the proper conduct of business, from the work organization and financial issues to personnel issues. Each receives orders and precise instructions, which are transmitted to the lower levels. Face to face discussions are held on different occasions, whether it is an employees who decided to leave the company, whether the ongoing discussions between the General and heads of departments or heads of various working points. Regarding the human resources department, by the feature of the department, it is in the most direct contact with other employees, it is informed about the various problems that arise on construction sites. Even though there are rumors or gossips, they are given to the General Director for him to know the needs and aspirations of its staff, to take necessary measures have defusing potential conflicts that could arise from different causes.

Informal communication is established spontaneously in relations between company's divisions and it includes personal or general information. In this type of communication it is most frequently used the phone. Intranet network is also used as well as unscheduled discussions that occur spontaneously between people who

meet on the stairs, in elevators and other common spaces such as dining hall where they have lunch.

Being a construction company, S.C. Construct S.R.L. has always known a big turnover of staff. Some employees leave the organization, others retire or get fired. All these mutations create additional jobs and the company's activity has diversified and expanded, which required an additional number of employees. For these reasons, the company grants a great importance to the recruitment activity and selection of staff. Recruitment is done primarily from external sources, using different methods, one of which advertisement. *The purpose of an advertisement that wants to be effective is to attract attention, to arouse interest and encourage response behavior. The ad must be designed in such manner that it should be observed at first glance, being different from the others.* (Lukács, 2006, p. 61) An external source at the reach of all organizations is labor fairs organized by the County Employment Agency. Within this, the company gains public image, because they are presented. By default they have an immediate estimation of their image in front of candidates.

Following advertisements for employment, applicants submit their applications personally at the headquarters of the company. *Submission is the first step which involves a selection of the organizers (besides the self-selection made by those who decided not to submit applications).* (Constantin & Constantin – Stoica, 2002) The selection methods vary, depending on the type of job. Generally within the company the selection steps are:

- Analysis of CVs or job applications;
- Analysis of references;
- Drawing up a list of successful candidates;
- Inviting candidates to interview;
- Conducting interviews;
- Making decisions on hiring.

All these steps require specific activities of communication that can ensure the success or failure of the selection.

The S.C. CONSULT GROUP S.R.L. performs translations, business and management consultancy, accounting and auditing, tax consulting. Improving and qualifying the personnel is a priority for management. The company aims at

providing customer satisfaction through the quality of products and through the added benefits of a constant marketing support: on-sales, special offers, free stuff.

Managerial communication takes place within an organized structure in the context of their organizational cultures. Communication strategies adopted by the manager must ensure the implementation strategy. In this context communication fulfills several roles. A first role is to ensure their identity. The company also acquires an image created by the effects of its acts on others. Corporate identity and its image is the company's personality.

Another role of communication is to create a positive image of the company.

The information is of paramount importance. For the members of an organization the first information is the mission and objectives. It is, moreover, the basic information that must be communicated to them by company's managers. All company members must communicate with each other to receive and transmit information, thereby creating communication flows.

The manager is learning to communicate and behave in accordance with the company's values. The company invests in its education, providing a professional level of training, with obvious consequences in the way the public perceives its image. Communication helps the manager to understand better what is happening in his own company and contributes to the smooth running of the activity for at least the following reasons:

- Facilitates involvement in decision making;
- Influences opinions and attitudes of employees and creates better working relationships;
- Informs about the promotion and development opportunities;
- Makes known the performance level of his employees;
- Clarifies the relationship between management, employees and unions;
- Encourages the collaboration between departments.

Taking into account the specific of the company's activity, the main way of communication is verbal. About 75% of the exchange of information is done through oral communication. Verbal communication allows one logical game of questions and answers in a flexible, spontaneous development, something that is not possible when negotiations are conducted in writing or by other techniques.

Through verbal communication there are carried out important activities such as: obtaining and transmitting information, developing proposals, expressing opinions.

Forms which are commonly used in oral communication:

- Individual-individual (face to face);
- Phone;
- Meeting;
- Presentation (exposure).

Individual-individual communication, for company's manager, is a suitable form for delegation of tasks, training, informing, developing and maintaining human relationships.

Phone as a means of communication, enables a fast exchange of information by saving time. For a company that has as main activity providing public services, phone use is absolutely necessary. It is used to call customers and let them know the different problems, to tell when the translations are ready, to call the various public institutions for specific information. Effective use of the phone presupposes: preparing the message, detachment from the issues that were a preoccupation until that moment and prior definition of the subject of the conversation, the objective conversation. In a telephone conversation there are included only 2-3 main ideas, being is necessary to prepare for the phone call, that is the tone and attitude that will be adopted, the initiator of the call will talk slower than usual, but not hard, but directly to the phone, it will present the message clearly and correctly, avoiding negative words and expressions. The caller must listen carefully in order to understand what he says. At the end of the conversation the conclusion is reestablished. The conversation must always be completed in a friendly environment, regardless of its outcome.

Meetings are forms of direct communication within the organization. Meetings can be informal, delegation of tasks, coordination of resources. At the end of each month, the manager organizes a business meeting to assess the situation. All employees are called to present the situation of each department, what was solved, what remained unsolved, the evolution of the department, problems occurred during the month. Also at these meetings there are discussions on each performance or, on the contrary, the problems that the employees have not solved them for various reasons. Depending on the performance there are calculated the bonuses and those that have exceeded their targets.

Communicating in writing is suitable for transmitting information of general interest, official, formal or long-term messages, and the ones that concern a large number of people whose work is interdependent. As with oral communication, written message must be appropriately adapted to the characteristics of the readers. Selecting the right words is a major component of adapting the message to the features of the reader. Another form of written communication used quite often in the company is represented by e-mail communication. An electronic message is first of all, much cheaper than other means of communication, is widely accessible, fast and efficient and keeps, most of it, the features of a *face to face* or *telephone communication*. That is based on interactivity; it can be customized and, moreover, offers the advantage of immediately transmission of information and it is easy to verify. The biggest disadvantage of an email message appears to be the lack of the advantages that the non-verbal behavior has in regular communication. In an email message does not exist a certain tone of voice that enriches the message, it does not appear the look or hand gesture that present the unequivocal.

4. Conclusions

From the analysis S.C. CONSTRUCT S.R.L. Galati it was revealed that the company's internal communication is achieved both formally and informally, it is a highly centralized communication with an authoritarian leadership style. Upward communication is difficult to achieve, and therefore in order to improve it, a box of ideas should give the employees the opportunity to make proposals to management on all aspects of the organization. These suggestions can improve the functioning of the company, especially in the technical domain and the organization of work, working conditions and of information. The interests of the existence of such boxes of ideas would be twofold: improving production process and facilitating a better internal environment. There have been times when the company management had to take certain measures: redundancy, extended working hours, eliminate vouchers during posting on other sites and replace them with meals provided by catering companies, controls strengthening labor discipline. In these situations, there have been launched through certain persons rumors for the mentioned above measures, in order to test employees' reaction. Based on that feedback, the general director took the appropriate action. The usage of such form of informal communication is useful in knowing the aspirations of staff and defusing potential conflicts and tensions. Regarding the communication in the recruitment processes and selection

of personnel, the analysis revealed the effectiveness of forms used by the company in providing the necessary staff.

Using the survey, having as main objective understanding the types of used communication and their effectiveness in S.C CONSULT GROUP S.R.L. based on a questionnaire with 14 questions with 26 employees, we find out that the majority of the employees believe that there are facilities to communicate and collaborate with colleagues. The dominant type of communication both within the company and to the everyday tasks is formal. The respondents generally feel as being part of a team. They often communicate with colleagues to find solutions to the difficulties and problems encountered at work. Within the company there are held both formal and informal meetings to discuss specific problems for the activity or in the unofficial environment, to better solidify the existing relationships. Although the results on the communication inside the organization were good, they wanted to organize a team-building to relate better and to achieve more effective communication between colleagues with more seniority in the organization and the newest ones, and creating some collegial links. Thus, through these meetings, they will be able to exchange ideas, employees with greater seniority in the organization are able to train them better in specific activities, rules and formalities that exist in the organization.

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