

THE ROLE OF INTERNAL COMMUNICATION ON THE EFFICIENCY OF THE ACTIVITY IN AN ORGANIZATION

Florentina PÎRJOL

West University of Timisoara, Timisoara, Romania

fparjol@yahoo.fr

Lia Lucica RADOMIR

UT Training Center, Timisoara, Romania

lia.radomir@yahoo.com

Abstract

The present paper, entitled "The role of internal communication on the efficiency of the activity in an organization", aims to identify the importance of internal communication in any organization and especially to identify the way in which the strategy of an organization is influenced by an efficient internal communication. This paper aims at studying the internal communication within an organization. Thus, passing to communication in a particular way, namely to the communication within organizations, we can say that it also has a vital role and represents the key to its effectiveness. All members of an organization communicate daily to ensure the proper functioning of the company's goals. Regardless the position of those who participate in the communication, the clarity, the choosing of an appropriate language and also the encouragement of staff to communicate must be ensured. The manager, being the one who coordinate the team, the department and even the organization, must deliver efficiently the information and also know how to coordinate it. The communication climate must be a proper one and it is influenced by several factors: in an indirect way by the culture, nature and tradition of the organization and in a direct way by the relations between employees, by the management and by the existence of communication networks.

Keywords: Internal communication, Strategic communication, Means of communication.

1. INTRODUCTION

Communication is part of human life since ancient times. This domain has been studied and analysed precisely because of its importance for humanity. In fact, communication in its natural form exists at many levels. The most known and important level is that of peoples. Through conversations, people express their feelings, thoughts and

experiences with other people around them. It is known the fact that through communication we learn and we transmit this learning towards future generations. Communication can be considered as a portal towards knowledge and evolution. On the other side, there are other levels at which the communication takes place. Beyond the fact that man communicates with animals and plants around him, communication can also occur strictly between animals and plants. Even though these creatures have no voice, they communicate in their own way. It is known the fact that plants can communicate through chemical signals in the subsoil or outside the earth, considering that they have their own communication network. However, animals also have the power to communicate with each other. They can communicate acoustically or by marking their territory. Considering these things, we can conclude that there is no creature on Earth that does not feel the need to communicate and transmit a type of signal.

Both the managers and the subordinates deal with both the external environment and the internal one. Within every organization there is an exchange of information between departments, employees, clients and between the organization environment and outside it. The internal environment consists of formal communication and informal communication. For the good functioning of it depends also the external environment. The external environment represents the market that is formed of competition, clients, and suppliers and of all the others who are more or less involved in the company. The two environments are undoubtedly dependent on each other and work together to obtain the intended purpose.

It is taken into account the specialized literature review. The terms and opinions of some literary critics will be analyzed. Laura Grunberg, D.M Cismaru, D. Chelcea and Simona Iovănuț are some of the cited authors. So, in this chapter I will discuss the theoretical aspects of the paper starting with the general aspects like: the importance of communication in society, verbal and non-verbal communication and finally I will move on particular aspects: internal communication within organizations, formal and informal communication networks, and the influence of successful internal communication. These theoretical elements related to communication are meant to provide a base for the sociological research and help to the detailed analysis of the questionnaire answers.

The general aspects of communication had the role to sustain the impact of internal communication, but they were not involved as a main subject in the sociological analysis. Great emphasis was placed on explaining and argumentation of communication and their importance. L. Grunberg and E. Graur will be referred to as literary critics. S. Iovănuț and E. Graur will offer us their opinion about verbal and non-verbal communication. The study of verbal communication was promoted from ancient times, in ancient Greece. Then the focus is placed on the levels at which the verbal communication occurs, which are: interpersonal, intrapersonal, group, public and mass. S. Iovănuț provides also an overview on the importance of active and passive listening and on feedback. Active

listening stands as being efficient. Throughout this type of listening, we will highlight the encouragement of the transmitter who shows a real interest towards conversation, to efficient communication. In most cases, the active listening is followed by a feedback from the receiver. This feedback is essential in obtaining the intended goals in communication. Then I will focus on non-verbal communication, which is the communication without words. I will point out the fact that some studies sustain the fact that it is more important than verbal communication, in a ration of 55%. According to S. Iovănuț there are some component elements of non-verbal communication. To better understand them, a short description of the features will be provided.

Throughout the particular aspects, we will refer to internal communication within organizations, this also being the main theme of the paper. The study of organizational communication is quite new in the field of specialised literature. Lately, great emphasis was placed on this domain, observing its vital importance. Thereby, we will focus on the importance of communication for the organizational environment and on the fact that no matter the position occupied in the company, employees need to communicate constantly. The critic, T. Moldovan, offers a list of organizational functions and after gives the example of existing communication networks based on the laboratory experiments of Leavitt, Bavelas and Baret. Then the focus will be placed on the two types of internal communication: formal communication and informal communication. T. Moldovan argues that formal communication occurs through the terms and guidelines of the organization, while the informal one is not subject to some rules. Also, it is highlighted the fact that communication techniques vary according to the direction in which the information moves. Furthermore, we will also highlight the types on communication networks according to Cismaru. This can have positive but also negative effects.

Finally, we will give examples of using both types of communication (written, oral) in the organization. Both types are equally important and assure a good understanding between interlocutors. Last but not least, we will highlight the importance of formal and informal communication networks and channels.

In conclusion, communication seen in terms of its importance in daily life, or seen in terms of its importance for the organizational environment, it manages to get noticed through its complexity. The sociological investigation tried through the used methods to closely analyse the company's organizational environment and the efficiency of communication through it.

Throughout the paper, we used different analysis tools and tools of elaborating the content of the paper. In the first chapter we paraphrased and synthesize the specialised literature.

2. THE MEANING OF COMMUNICATION AND ITS IMPORTANCE

Communication is essential in any type of human relationship and beyond it. Laura Grunberg says that communication does not exist only between people, but also between animals, plants, people with animals or plants, bacteria etc. She also affirms that one can talk about chemical, visual, sound and gesture communication (Grunberg, 2010, pp. 7-8). It is considered the fact that a person spends approximately 70% of his time or in a day, communicating through various means. Thus, communication occupies also an important part of the society's environment, affecting human community coordination.

Communication being a vital part of human life, knew many definitions over time. In the explanatory dictionary of the Romanian language, to communicate means to make something known, to share news, to inform, to notify, to say (DEX, p.205).

In literature, communication is seen as an art to convey messages and decipher the received information. The process of communication is based on four elements: transmitter, receiver, channel and message. All these elements must exist into an effective and appropriate communication and are equally important.

The transmitter is the person who has the role to initiate the process of communication by sending a message to the receiver. As a matter of fact, to be understood, it sends the message in a way that can be understood by the receiver.

The receiver is the person who receives the message, decodes it and offers an answer to the transmitter. After personal interpretation of the message the process is continued through transmitting the information. Thereby, the receiver becomes transmitter.

The channel is the form or mean of sending the information between the transmitter and the receiver. In the case of oral communication between various persons, vocal, visual and auditory channels are used.

The message represents the information, emotion and feelings transmitted to the receiver through the channel. It can be transmitted through many ways: written or spoken words, visual images, symbols, colours, gestures, music, etc. The message depends directly on information and it is determined by it (Niculaie et al., 2006, pp. 9-10).

Interpersonal communication is very complex and therefore the roles between the transmitter and the receiver are changing and the set of information is transmitted by using multiple channels for transmitting messages of different types.

From an etymological point of view, the word was transferred from Vulgar Latin to proto-Romanian language as the term communication, and acquired the meaning `communion` with the religious meaning `to commune`. In

Latin, the same term received the meaning `to stop from communion`, through the term excommunication. Only after this, the term was used with the meaning we know today (Graur, 2001, p. 5).

Manuscript must contain answers to following questions: what is the problem, what has been done by other researchers and where you can contribute, what have you done, which method or tools you used, what are your results, what is new and good, what is not good.

2.1. Verbal communication

Simona Iovănuț affirms in the course entitled `Communication`, the fact that the study of verbal communication dates from before AD and it was firstly promoted in ancient Greece. Every man had to defend his own rights and be his own lawyer, as we would say today. Therefore, the development of communication was encouraged and the one able to stand above others in society had also bigger chances to be part of company's management. Then philosophers like Corax of Syracuse, Plato, Aristotle and Cicero stand out and introduced in books the first elements of the theory of communication and elaborated communication systems models (Graur, 2001, p. 6).

In Romania, there was no great interest shown in communication before 1989. Later, published articles and studies in newspapers which focused on the manager's style and behaviour in terms of the importance communication appeared.

Communication can occur in different contexts: interpersonal, in small groups, organizational, mass, public, familial, and intercultural or in different fields. In order for it to be possible, communication occurs in a certain situation and changes depending on the context (Iovănuț, 2001, pp.6-7).

The levels of verbal communication

Intrapersonal communication is self-communication. Each person thinks, judge and react different both regarding other people and also themselves. Intrapersonal communication has the role to establish mental and emotional balance.

Interpersonal communication is the communication between two or more people. This is the most common type of communication and is divided into two: direct interpersonal communication and indirect interpersonal communication. Direct interpersonal communication occurs through the direct and interactive initiation of the contact between people, while the indirect one uses means and secondary techniques that facilitate the contact between people.

Group communication occurs in groups of up to 11 people, even if it takes place in a team, group of friends, family, etc. At this level ideas and opinions are shared in order to receive solutions or simply make conversation.

Public communication takes places between the speaker and his audience. The transmission of information is intended in order to influence the public in a certain direction.

Mass communication refers to the transmission of some messages orally or in writing by an institutionalised environment towards the mass of people. This level is purely informational and has the purpose of integrating people in the social and entertainment environment (Graur, 2001, pp. 8-9).

Other types of verbal communication beside those mentioned above would be verbal communication by phone and written verbal communication, for example, through a CV.

Active/passive listening and feedback

Listening is part of the communication process and it is as important as speaking, writing and reading. In many cases, people tend to ignore this aspect and consider it a passive ability. Simona Iovănuț (2001, p. 29) affirms that according with some statistics, listening occupy 45% of the communication process of a person, which demonstrated its importance. Moreover, it has been discovered also the fact that approximately 60% of misunderstandings that appear in communication are due to incompetent listening.

There are two types of listening: passive listening and active listening. Through passive listening, the receiver presents less interest and it is willing to let the interlocutor to find ideas. This type of listening may be more inefficient than the other, but at the same time can be useful in some situations. Passive listening can be notice through eye contact, gesture, facial expressions or phrases as: "Aha", "Hm", "Yes?" etc.

On the other hand, active listening focuses of the correct reception of the message and the reaction of interest of the interlocutor. Active listening encourages more the transmitter and involves just as much people communicating. The attention shown to the speaker encourages him to offer more data to be useful to the person who listens in rendering the expected response. Thereby, a good listener has the chance to obtain the information, render it, receive it and also cooperate effectively (Iovănuț, 2001, p. 30).

A passive listening is always followed by a feedback. This feedback is actually de reaction of the interlocutor to the things he hears. Also through feedback one can observe a positive or negative reaction on one's behaviour. A useful feedback should meet the following criteria: trust between

interlocutors, attentive listening of the transmitter, encouraging behaviour from the transmitter and receiving feedback as something meant to help (Iovănuț, 2001, p. 21).

2.2. Nonverbal communication

Simona Iovănuț says that by definition, “nonverbal communication is the communication that does not use words and through which feelings, emotions and attitudes are expressed” (2001, p. 41). So, we can understand that through the absence of words people can also communicate. Whether we make a simple gesture, we dress in a certain colour or sit in the office we manage to send a message to those around us. Sometimes nonverbal communication manages to express a message better than the verbal one, but mostly its part is to accompany the spoken words with role of strengthen a message or make it better heard. Various studies have been made from which come out that nonverbal communication is having a predominant role in speaking. These studies argue the fact that 55% of the send message is communicated through body language, 38% by elements of paraverbal nature and only 7% by language itself. As a conclusion we can say that a good speaker must master well verbal communication as well as nonverbal communication.

In literature, three types of nonverbal communication are observed. The first type is called sensory communication. This type of communication refers to what we are able to receive with the help of our five senses (sight, hearing, smell, touch and taste). The second type of communication is called aesthetic. This type occurs through various forms of artistic expression. Different artistic emotions are also transmitted through it. The last type is nonverbal communication based on symbols and signs. An example of symbols would be the religious ones (cross, icons) and an example of signs would be those connected with the social status (military ranks, decorations) (Iovănuț, 2001, p. 41).

Component elements of nonverbal communication

The language of silence is the language that can occur in different situations. This type of language can indicate boredom, rejection of ideas, disagreement or even appreciation. In the case in which it is still not known how to interpret silence, one can use feedback in order to obtain more information.

Time language refers to the different perception of people concerning the notion of time. This type of language differs according to culture, nationality and field of activity. For example, employees within a multinational have a fixed schedule, five days a week, from Monday to Friday while the employees from the tourism sector have a more flexible program concentrated on the end of the week when they have more chances of profit.

Body language is one of the most important nonverbal elements of sending information. Posture, head movements, facial expression and smile are only one of the components of this language. First impression often offers an immediate impact on the interlocutor and determines it to carry the conversation in a certain direction and in a certain way.

The posture can indicate the interest for a person (bending towards the interlocutor) or rejection (retreating of the body).

Facial expression is the most complex and indicates more easily our thoughts. Facial expression expresses the person's reaction to what he hears. Because it is so complex, facial expression can sometimes also be misleading. If it is simulated, it is hard to decipher the truth behind it.

The smile is also complex because it can express lots of emotions from the most positive ones (joy, satisfaction, pride) to the most negative ones (irony, cynicism). The smile is often related to the positive aspects of life and offers beauty to the transmitter but also confidence to the receiver to continue the conversation.

Eye movements are part of a dialogue in a ratio of approximately 25 – 75% because eye contact is very important, having a dual role that of offering respect but also mutual trust. Also, through eye contact takes place the receiving of all additional nonverbal elements. Especially nowadays, the way in which we are looked and the way in which we look at others matters.

Gesture is another part of nonverbal communication and its role is to strengthen the words or even replace them. Through gesture, information and emotions are transmitted; the act of speech is sustained.

Physical aspect is represented the way we dress, accessories, hairstyle, makeup etc. The way in which we dress not only offers information about the person, but also emphasis the impression. It would be recommended that in society to consider the appropriateness of outfits in every situation. As a matter of fact, it is not a myth that makeup and accessorizing can accentuate the natural beauty in women while hairstyle and clothing can improve the appearance of men.

As component elements of body language, we should also mention the personal space and territory and also touch (Iovănuț, 2001, pp. 43-45).

3. INTERNAL COMMUNICATION IN ORGANIZATIONS

As we demonstrated above, communication is part of our lives; it is a vital part of it and helps us in every domain. The organizational environment is not an exception, on contrary it depends entirely on the internal and external communication within it. Communication enables the performance of an organization and the way in which objectives and its potential are obtained depends on its quality. Within every organization there is an exchange of information between departments, employees, customers and between the organization environment and the environment outside it. It is very important that superiors talk with the other employees about their tasks, where they can improve something and also help them achieve this improvement. Any decision is taken based on information flow. Also, the other employees in turn, should focus on direct and effective communication with other department but also between them (Moldovan, 2010, p. 7).

According to Moldovan, the organizational functions are: control, information, coordination, motivation, emotion. Beside interpersonal communication there is also an intra-organizational and extra-organizational one. Intra-organizational communication takes place within the company between departments, while the extra-organizational one takes places in the external environment, being intended for customers, suppliers etc. Each one of these communication types presupposes another level of communication, involving different people within the company. Information may be transmitted through direct, indirect verbal communication, or through different communication networks (2010, p. 7).

Within an organization two types of communication networks were noticed: restrictive networks and flexible networks. They were derived from Leavitt, Bavelas and Barrett's laboratory experiments (1995, p. 121). The restrictive network has a different degree of centralization and the access of participation of people in the discussion is unequal. The central person has power over information and in this way he can control the access to information of other participants. The flexible network is decentralized by the fact that all people have the same right and access to information. Thus, this network proves to be more effective by an appropriate encouragement of employees (Moldovan, 2010, pp. 7-8).

Within each communication inside of an organization there is various communication roles carried out by the participants. These roles are represented by the level of involvement in the discussion. The first role of a participant may be that of an `information controller`. This role can be played both by the subordinate towards the manager and vice versa depending on what kind of information each other consider that has to be shared to the other in order to achieve his objectives. Being a communication

easy subjective, it may have advantages and disadvantages. Communication blockages can also occur because of the excess or deficit of information.

The second role of an employee can be that of a 'liaison person'. This type of employee provides information to multiple departments or groups of people. He has the role of helping the groups cooperate for a common purpose. This role of communication is recommended in independent companies (Moldovan, 2010, p. 11).

3.1. Formal communication

According to T. Moldovan (2010, p. 8) formal communication takes place through terms and rules imposed by the organization by well establish rules. Formal networks are represented by a graphic. A proper development of this type of communication is followed by a set of rules concerning the content, responsibility, shape and moment, but also the destination of messages. Communication can sometimes be unidirectional or bidirectional. When it is unidirectional, it is quick and easy transmitted, but there is the risk of not being understood by the receiver who has no right of reply. Instead, the bidirectional one being slower and more explicit, leads to a better understanding between participants and also to better results.

In internal communication management styles involve different types of communication with employees.

Formal communication techniques differ according to the way in which the information moves. Moldovan affirms that it can be upward or downward. Through downward communication certain things are required, such as: data, situations, instructions or even decisions. These can take the form of decisions taken by employee, brochures and manuals, instructions, newspapers, letters etc. On the other hand, upward communication comes under the shape of a response to the management applications situations, or demands, complaints and opinions. This can be expressed through report, notices etc. The information comes from the employees towards the management level (2010, p. 9).

On the other hand, Cismaru (2010, p. 47) affirms that there are three types of formal communication networks. The first type of network is "downward vertical communication" that takes place top – down, namely from the persons that hold the power towards subordinates. This type has the role of dividing tasks, transmit decisions, delimitate responsibilities. This type of communication should aim at both employees' motivation and support of employees' performance by providing a pleasant environment in order to be effective. As important roles we can notice the functional role and the role of maintaining culture, climate and organization identity. However, these main conditions are not always fulfilled, and

this network sometimes fails in being effective for all employees. Some examples include: preference for certain employees or lack of sympathy for others, transmission of decisions without providing all the necessary information to achieve the intended purpose or an authoritative attitude that does not allow speculations on tasks.

The second type of communication network is the `upward vertical` one, from down – top, that comes from employees towards the managers. This type of communication is a feedback for downward communication, by providing information about performed tasks or demand for some further clarifications. This type can also sometimes become ineffective by interpreting information offered to superiors or their distortion, the pursuance of some personal purposes and in this way the discouragement of other colleagues (Cismaru, 2010, p. 48).

The third type of communication is called `horizontal communication` and takes place between employees of same rank, whether they occupy similar positions and in different departments. This type aims at ensuring the good functioning of things between employees or even departments coordination. In most organizations, it is quite less adopted, informal channels being preferred. The reason for this may be the fact that nobody realizes the importance of this type of communication. They do not observe the fact that through informal communication information can be misinterpreted and distorted (Cismaru, 2010, p. 48).

Cismaru (2010, p. 49) argues that these communication networks may be of several types, namely: centralized – informal, with a single hierarchical level and centralized – formal with several hierarchical levels that depend on departments, areas or products; or decentralized depending on the product line or geographic area.

3.2. Informal communication

Informal communication does not comply with some clear rules and neither develops according to the graphic. Informal communication is defined as “the exchange of information that takes places outside the official channels of communication” (Tripon, n.d., Cap. 10). The role of this type of communication is to talk about things that does not necessary have to deal with activity and this networks are based more on emotional criteria, common interests having less strict communication rules. Although the two types of communication are coexisting, sometimes the informal channels can substitute the formal ones if they prove ineffective. The structure of informal communication networks is random, horizontal and vertical. The role of informal communication is to establish certain connections outside the working place or even friendships between employees and also help them express their feelings. So, the employee will call on

informal communication that will combine with the other transversal types and will gradually step away from formal communication. The positive side is that the employee will go directly to the person that he knows he can help him, even if it would not be the right person according to the graphic. It has been noticed that the use of this type of communication reduces certain risks like: strikes, work conflicts, etc. (Cismaru, 2010, pp. 53-54).

In conclusion, in order for the communication to be effective and bring a maximum of profit to the organization, it must combine effectively the two types of communication. In the case in which formal communication is the only one promoted, negative effects like disorganization, disorder and even an unpleasant environment for the employee can be obtained. On the other hand, the combination of the formal with the informal leads to a balance, pleasant environment and a good coordination of things.

T. Moldovan (2010, p. 13) affirms that whether we talk about formal or informal communication, communication leads to some effects on an individual and also organizational level. Communication climate represents the circumstance in which communication takes place. The process itself and also the impact on an individual or a group performance depend on this climate. So, the aim is to create a climate as favourable as possible and encouraging. There are two types of climate, namely a cooperation one and a defensive one. The first one is flexible and focused on the task that has to be performed. It is mostly based on respect and mutuality but sometimes also on empathy. On the other hand, the defensive climate is a rigid climate, focused on one's own interests. The trust between the employees disappears and the feeling of insecurity and tendency of checking the colleagues appear. Communication climate is indirectly influenced by culture, nature and the tradition of the organization, but also directly by the relationships between employees, management and even by the rigidity of the existing communication networks (Moldovan, 2010, p. 13).

Performance at workplace is another very important criterion and can be seen at an individual, group or organizational level. There are two types of variables that influence performance. These may be individual, being represented by aptitudes, motivation, competences, personality etc. They may also be organizational, represented by the technological and technical nature of organizing the activity that leads to performance. This variable is accomplished by using different equipments, technologies, space etc. To know the real performance of every employee, various forms of giving feedback are used. Feedback is designed to help the employee and the organization to obtain better results. It has motivational and informational roles (Moldovan, 2010, pp.13-14).

We can say that closely related to work performance is the satisfaction at workplace. The employees' satisfaction is influenced mostly by the access to information. When from some reason the employee is excluded from communication, he may feel pushed aside, dissatisfied and also doubtful. However, the employee should be motivated if he is informed about the events and consulted when taking a decision (Moldovan, 2010, p. 14).

Efficiency at group level is another important aspect of an organization. Efficiency is influenced both by the nature of communication network and its structure. These networks offer concise information and assure the immediate and effective execution of activity. Nevertheless, this network can cause tensions, dissatisfaction and discontent (Moldovan, 2010, p.14).

Non-restrictive communication networks transmit information more slowly, are based not only on the intended purpose and have the tendency to offer too much information. But the association of this type of network with the informal type of network may be a positive element in the implementation of some changes in the organization. People may be more receptive in the association of the information with the informal source, accepting the change easier (Moldovan, 2010, p. 14).

3.3. Written and oral communication within the organization

In every organization, written and oral communication is combined according to the wanted objectives and to the persons it has to be linked. Traian Moldovan, affirms in his chapter "Communication in the workplace" the fact that "the ways of organizational communication are chosen depending of the nature of the task, the content of the message and the specific of the receptor" (2010, p. 10). It may be added the fact that one using informal communication, like between colleagues, oral communication is preferred. Instead, formal communication is best associated with the form of written communication. In terms of speed to obtain answers and even solutions, we can distinguish the oral one. If it is about more serious things that require important decisions or the accord of a manager or more persons, written communication is the most appropriate one.

In the case in which we talk about a large organization, or even a multinational one, the volume of written documents increases. Not only the bureaucratic form is denser, but also the contact with people from the external environment need the use of written communication. In many cases, it is necessary the keeping and archiving of some documents related to human resource or the domain in which the activity takes place. Reports, accounting documents or important emails containing data are just few examples of internal communication written record.

Moldovan (2010, p. 11) affirms that in an organization written communication can be occasional or standardized. Occasional communication is not governed by well-established rules, nor takes place under the same conditions. Standardized written communication refers to documents that contain information about different aspects of the domain and are made after a standard pattern. For these kinds of documents there are specialized departments that deal with their elaboration and monitoring. Depending on each organization, these aspects are less or more monitored. Some organizations have well established rules while others have a more chaotic system.

3.4. Channels and networks of formal and informal communication in organizations

Laura Grunberg affirms in her support course “Communication in organizations” (Chapter2, theme 4, p.40) the fact that in order to succeed in achieving individual goals and objectives of the organization, one must effectively use the available channels and communication networks. She considers that, through the communication channel we understand the approach used by the individual towards his partners, the medium though they are transmitted and how they are received (...) Communication network designates all communication channels and the environment in which the communication takes place in relation with the respective group or the undertaken task” (Grunberg, 2010, p.40). Both are used depending on the domain in which the activity of an organization takes place.

The communication channel is not as accessible as the network and involves costs from the company. This must also be organized by one or more persons. Team Building is an effective channel and has the role of bringing people together outside workplace, motivate and reward them. Similar to this, we can notice also special event organized for different occasions. Beside these channels there are others with a distinct role, like online newsletters, teleconferences, mentoring programs, coaching programs, etc. (Grunberg, 2010, p. 40). Communication channels can be displayed audiovisual by specialised media: movies, slides, video tapes, closed-circuit television, computer networks or intranets. Next, also by publications like: newsletters, the company’s newspaper or magazine. Sometimes, it is useful even the traditional mail, but only in the external environment or fax.

Communication networks are more complex and accessible in any circumstance. Nowadays, only the internet network is used in any organization. With its help one can communicate via e-mail or intranet easily both in the interior and also the exterior of the organization. This is where communication specialists interfere. They have the role of assuring the latest technology and also its proper use and functioning (Grunberg, 2010, p. 40).

Grunberg says that networks can also be of two types: formal and informal. Formal communication networks assure the sending of messages through official channels that are closely monitored. Through various reports, records, archives, the information is kept even after its sending. The structure of the organization and the type of technology used are just some of the factors that influence this type of network. On the contrary, informal communication networks function through unofficial channels. Here, predefined rules are not respected; the action is based on instinct. Most often emotional signals occur and this type of network cannot be stopped. Gossip, emotions, assumptions are just some topics related to the shared information (2010, pp. 41-43).

No matter the type of channel or network used, it should be taken into account the choosing of an appropriate language and also the semantic of words. Jargon and confusing language should be avoided altogether. Proper context, clarity and respect in communication are vital.

3.5. The influence of successful internal communication on the efficiency of the organization

As we were able to see above, internal communication is one of the most important factors within a company. Bruce Berger has formulated 15 principles of a successful internal communication in the article "Internal organizational communication" (2009). Based on these principles that he has noticed follow up his research and case studies, I will enounce the most important ones for the positive influence on the organization efficiency. The basis of a successful internal communication is formed by the means of transmission and the language used. It is recommended the use of communication channels in which the employees trust and the relevant information transmitted must be in a language accessible to them. The channel through which the communication takes place is also very important. Face to face communication is the most effective channel of communication. In the internal communication this is the most effective way of transmitting information but also of solving conflicts if it is the case. In big companies, face to face communication is best held in meetings where people from different departments participate. Therefore, decisions can be taken and conflicts settle. Moreover, the development of listening skills can also be a very important factor. It helps clarifying misunderstandings, discover potential problems and a better collaboration between employees.

Within an organization both social media and traditional media must combine successfully. Thus, the two of them contribute to the achievement of the organization objectives and facilitation of the relationship between inside members and also their relationship with those from the exterior

environment. The e-mail and the telephone network are considered to be the simplest and most efficient ways of transmitting information.

Regarding communication at a managerial level, communication must take place peaceful conditions and encourage employees towards success. The manager must be an example for the subordinates, take firm decisions and also be willing to listen to other opinions. The most important thing is that he must do exactly as he speaks so that he can inspire confidence to the employees. He must find different ways to motivate them to get the best results. The manager must know his employees, reward them when it is the case or encourage them by other methods when needed. If the work of the employee that provides better results is rewarded, then both the organization and the employee have nothing to lose but everything to gain. Most often, rewarding in a company is closely related to the evaluation of the employee. Any type of evaluation is made through communication. In this way the existing problems can be defined, the progress can be seen and merit of the employee can be acknowledged. Also through evaluation can be defined actions to improve performances.

Internal communication should form and reflected itself in the culture of the organization by encouraging all employees to communicate freely and directly in order to build collegial, professional relationships, and also build the identity of the company they belong to (Berger, 2009).

4. CONCLUSIONS

As we were able to demonstrate throughout the paper, the role of communication is vital and well established in any environment, whether we talk about everyday life or about organizational environment. Communication is essential in order to establish certain connections with others, people being able to express their feelings, thoughts and experiences with others. Through the paper we tried to demonstrate the impact of internal communication in the organizational environment of a multinational. As a literature research method, the systematization of reading and research literature was used. Communication is considered to be the key of efficiency within a successful organization. It is as important as the motivation of employees or the efficiency of the employees through their results. With the analysis, we could observe the fact that no matter the job you do all the employees of an organization need to collaborate through communication in order to obtain the best professional results.

We tried to make use of the interpretations of some theories and general aspects of communication, starting from the specific literature of the field. The purpose was to better understand the existing

concepts and also facilitate the analysis of the sociological survey based on them. The received answers supported in most cases the arguments from the literature but they also contradict them. These aspects were visible in the chapter dedicated to results. The accent was placed on the general aspects of communication like: importance of communication in society, verbal and non-verbal communication but also on the particular aspects: internal communication in organizations, formal and informal communication networks, and the influence of successful internal communication. So we started to clarify the concept of communication and the influence of its importance on humans and creatures in general. The funnel effect was aimed because it was considered to be very important the understanding of the vast phenomenon of communication. Then we continued with the exemplification of the existing communication types, which are divided into two categories: verbal communication and non-verbal communication. The levels of verbal communication were explained based on the theory of E. Graur. Next, was made the connection between communication and active listening, passive listening and feedback. It was observed that an effective verbal communication requires a good listening from the interlocutors. In the case of an incompetent listening there is the risk of some misunderstandings. Both after a passive listening and also after an active listening there is a feedback. The role of the feedback is to encourage the interlocutor in communication and to offer a reaction coming from him. About non-verbal communication we could find out the fact that it has a greater impact than the verbal one and the fact that it is as important as it. In literature, three types of communication are highlighted: sensory, aesthetic and based on specific symbols and signs. For a better understanding of non-verbal communication, the component elements of it were analysed.

In the second part of this paper, great accent was placed on internal communication in organizations. Communication enables the performance of an organization and the way in which objectives and its potential is achieved depends on its quality. In every organization there is an exchange of information between departments, between employees, between customers and between the organization environment and the environment outside it. According to T. Moldovan the following organizational functions exist: control, information, coordination, motivation, emotion. As communication roles, were given as examples the roles of "information controller" and that of "liaison person". Both have an important role in the organizational environment. We saw that internal communication can be formal or informal depending on the purpose. Formal communication is conducted according to some rules established by the organization, being "unidirectional" or "bidirectional" and varies depending on the direction in which the information moves. According to D. M. Cismaru there are three types of formal communication: "downward vertical communication", "upward vertical" and "horizontal". Informal

communication on the other hand, occurs without complying with some established rules. It deals with the sharing of emotions and feelings without necessarily refer to the organization's objectives. The role of informal communication is to establish connections outside the workplace or even friendships between employees and help them express their feelings. In conclusion it has been established the fact that both types of communication are available in an organization and therefore they must be properly combined to contribute to its good functioning.

The accent was placed also on the existence of oral and written communication. Informal communication combines more effectively with oral communication, while the written communication does this with the formal one. Both exist and are necessary in an organization.

Finally, we highlighted the importance of using formal and informal communication networks and channels in organizations. They facilitate the role of communication through the access to technology. Then we studied the influence of successful internal communication on the effectiveness of the organization, based on the 15 principles of a successful communication from Bruce Berger's article, entitled "Internal organizational communication".

REFERENCES

- Academia Română (2012). *Dicționarul explicative al limbii române*, București: Editura Univers Enciclopedic Gold.
- Berger, B. (2009), *Comunicarea organizațională internă, PR România*. Retrieved from: <http://www.prromania.ro/articole/comunicare-interna/142-comunicarea-organizationala-interna.html?showall=&start=1>.
- Chelcea, S. (1975). *Chestionarul în investigația sicolologică*, București: Editura Științifică și Enciclopedică.
- Cismaru, D.-M. (2010). *Comunicarea internă în organizații*, București: Editura Tritonic.
- Falconer, D. J. and Mackay, D. R. (1999). *Ontological problems of pluralist research methodologies*. Retrieved April 28, 2003, from: http://aisel.isworld.org/article.asp?Subject_ID=31&Publication_ID=2.
- Graur, E. (2001). *Tehnici de comunicare*, Cluj-Napoca: Editura Nemira.
- Grunberg, L. (2010). Suport de curs: *Comunicarea în organizații*. Retrieved from: online.politice.ro/.../Suport%20de%20curs%20Comunicare%20in%20organizatii.pdf.
- Iovănuț, S. (2001). *Comunicarea*, Editura Waldpress.
- Marinescu, V. (2003). *Introducere în teoria comunicării*, București: Editura Tritonic.
- Moldovan, T. (2010). Suport de curs: *Comunicarea la locul de muncă*, Târgu Mureș, Retrieved from: http://dpw.bistrita.ro/Curs_DPW.pdf.
- Mucchielli, A. (2001). *Dicționar al metodelor calitative în științele umane și sociale*, București: Editura Polirom.

Niculaie, T., Gherghița, I. and Gherghița, D. (2006). *Comunicarea organizațională și Managementul situațiilor de criză*, București: Editura Ministerului Administrației și Internelor.

Rotariu, T. and Iluț, P. (2001). *Ancheta sociologică și sondajul de opinie*, București: Editura Polirom.

Tripon, A. (n.d.). Online course: *Comunicarea organizațională*. Retrieved from: <http://antreprenoriat.upm.ro/assets/cursuri/4/CM/avramtripon/comunicare%20in%20organizatii.pdf>.