EMPLOYEES PERCEPTION ON ORGANIZATIONAL COMMUNICATION – CASE STUDY

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Abstract

In the time of technology and globalization, effective organizational communication is critical for a company success. In a continuous changing world, companies must take a strategic and effective approach to communicate with the employees, customers and third-party stakeholders. The objective of this paper focuses on the study of organizational communication in an international company, one of the largest providers of communication services in Romania, with office in Bucharest. The purpose of this paper is to analyze and evaluate the way the company manages internal organizational communication and to identify ways in which it can be improved, with the ultimate goal to contribute to increase the company performance and competitiveness in the market. The case study carried out within the analyzed company had as objective the evaluation of organizational communication from the employee perspective, for which purpose, we elaborated and applied a questionnaire with 10 questions, on a sample of 100 people, in which we captured both their perception of the relevance, the frequency or transparency of information received from managers, as well as their opinion regarding the level of communication within the company, respectively, the employees involvement in the communication process and in the improvement of the organizational communication. The satisfaction regarding organizational communication was evaluated positively by a majority of respondents (64%). The quality of information received regarding projects and changes in the company was positively assessed by the majority of employees (66%). Communication between departments was generally considered positively (59%), and communication between management and employees was considered adequate by most respondents (69%). Regarding the employees involvement in the process of improving the organizational communication, the majority of respondents (67%) stated that they were not actively involved in this process. The results of the study also provided a perspective of how internal communication may affect the employee performance and satisfaction, as well as potential problems or constraints that could be resolved to improve the effectiveness of organizational communication within the company

Key words: *questionnaire, company, efficient communication, organizational communication, visión.*

INTRODUCTION

Organizational communication plays a crucial role in the functioning and success of an organization. It serves as a basis for building relationships, sharing information, making decisions and achieving common goals [14, 4]. An efficient communication can increase employee commitment, improve productivity and enhance collaboration between different teams and departments. It can also help create a positive organizational culture that fosters trust, transparency and open communication. [13]. Communication within an organization can take various forms, such as formal and informal communication, upward and downward communication, and internal and external communication. It is important to have clear and concise communication channels and methods that are appropriate for different purposes and contexts [3, 6].

In addition, efficient communication can help organizations adapt to change, whether it is due to technological advances, market changes, or other factors [11]. It can also help organizations navigate conflict and resolve issues, and provide a platform for employees to express their concerns and ideas [1, 7]. Generally, organizational communication plays a critical role in promoting the harmonious and efficient functioning of an organization and it is essential for creating a positive and productive work area [13, 18]. Organizational communication is closely related to an organization goals because it serves as a means of conveying, reinforcing,

and aligning those goals within the organization [11].

By communicating the organization mission, vision and goals, employees can better understand how their individual roles contribute to the overall success of the organization. Efficient communication can also help ensure that everyone is on the same side and working toward common goals, which can improve the organization overall performance and competitiveness [7, 8].

In addition, efficient communication can help organizations track progress toward goals by providing regular updates, performance indicators, and feedback. This allows organizations to make adjustments as needed to stay on track and achieve their goals in a timely and efficient manner [5]. In general, efficient organizational communication is essential to the achievement of an organization goals because it serves as a means of aligning individual efforts to common goals, promoting a positive work area, and adapting to changing circumstances. Facilitating collaboration and understanding, among members is a key component of effective organizational communication. Organizations that prioritize collaboration and understanding tend to have higher employee engagement, increased productivity and better overall performance [10].

In order to facilitate collaboration and understanding, organizations can use a variety of communication strategies and methods [8, 9]. For example, they can create opportunities for employees to work together on projects and initiatives, provide training and development programs to help employees build relationships and develop cross-functional skills, and promote a culture of openness and transparency [16].

In addition, organizations can use technology to facilitate collaboration and understanding. For example, online collaboration tools and project management software can be used to promote teamwork and efficient communication among team members, regardless of their physical location or time zone. Moreover, creating a shared vision and understanding of the organization goals and objectives can help align individual efforts

and promote a sense of unity and collaboration [2, 18]. The human dimension continues to remain the weakness of management practice. Whether times are good or bad, there is never a true understanding of the relationships between managers and employees and the interactions between employees and managers. When there are problems, everyone is aware that one of the causes could be a communication problem. [12].

Communication is one of the most important activities in an organization [14, 19]. Fundamentally, relationships develop through communication, and the functioning and survival of organizations is based on effective relationships between individuals and groups. Moreover, organizational capacities are adopted and developed through "intense communicational and social processes" [15]. Communication helps individuals and groups coordinate their activities to achieve goals and is vital in the processes of socialization, decision making, problem solving, and change management [2, 5].

MATERIALS AND METHODS

The purpose of this paper is to analyze and evaluate the way in which the company manages internal organizational communication and to identify the ways in which it can be improved, following the analysis of the employees perception on the aspects of organizational communication within the analyzed company. The objectives of the case study were the following: to identify the employees perception of the quality and relevance of the information received from the company management; evaluating the level of transparency in internal communication and how it influences employees perception; analysis of the degree of employees involvement and satisfaction on organizational communication and the evaluation of its impact on their performance within the company; identification of possible problems or dysfunctions in organizational communication; the analysis of significant differences in the perception of organizational

communication according to the department or the hierarchical level of the employees.

By achieving these objectives, we aimed for a deeper understanding of how organizational communication affects the employees performance and satisfaction within the analyzed company, as well as the problems that need to be addressed and solved in order to improve the effectiveness of internal communication within the company.

In the case study, we started from the following assumptions:

*The organizational communication within the company is not perceived as transparent and efficient by employees;

*There are significant differences in the perception of organizational communication depending on the department or the hierarchical level of the employees;

*The degree of employees satisfaction and involvement on organizational communication can influence their performance and productivity;

*There is a need to improve organizational communication within the company to create a culture of transparency and effectiveness of internal communication.

By testing these hypotheses, we could identify existing problems or gaps in the company organizational communication and provided recommendations for its improvement in order to create an efficient and transparent communication culture.

As a working tool, we used a questionnaire consisting of 10 questions, applied to 100 respondents, from all departments of the company, with the aim of evaluating the employees perception of the company on the organizational communication within it.

The questionnaire was structured in such a way as to cover several aspects of organizational communication, such as the relevance and quality of information received, transparency of communication, employee involvement and satisfaction, the degree of collaboration between departments, feedback and the degree of involvement in the process of improving the organizational communication.

Each question had a set of predefined answer options to simplify the process of filling in

and analyzing the results. The answer options were variable so that respondents could choose the one that best reflected their perception of the question. The results obtained after completing the questionnaire were analyzed and interpreted to identify problems and deficiencies in organizational communication within the company. By addressing the identified issues, it will be possible to improve the effectiveness and transparency of internal communication within the company.

RESULTS AND DISCUSSIONS

Organizational communication can contribute to motivate employees, strengthen trust, create a common identity or increase personal involvement; it offfers individuals a way to express their feelings, to share hopes and ambitions and to celebrate and remember achievements [12].

Communication is the way in which individuals and groups understand their organization, what it is and what it stands for.

The company in which the case study was carried out is an international telecommunication company, based in Bucharest, but with work points throughout the country, which was founded in 1994 and started to offer cable television services in Romania. It later expanded its range of services to include high-speed internet, fixed and mobile telephony, hosting and cloud services, as well as digital television services.

It is currently one of the largest telecommunications operators in Central and Eastern Europe, with operations in Romania, Hungary, the Czech Republic, Slovakia, Croatia and Italy. The company has over 10 million customers in all the countries in which it operates and approximately 11,000 employees.

The company has a team of qualified and dedicated professionals who work in a dynamic and innovative work area. In terms of the employee management, the company has an approach based on meritocracy and their professional development. The company invests significantly in the training and development of its employees, through

training and mentoring programs. It also provides opportunities for career advancement and performance recognition so that its employees can develop to their full potential.

In terms of communication within the company, it emphasizes transparency and openness. The company has a well-defined internal communication policy that encourages the exchange of information between different departments and levels of the organization. It also has a number of internal communication channels, such as newsletters, online forums and periodic meetings, which facilitate communication between employees and management. Regarding the gender structure of the respondents, from the answers received from the 100 respondents, 40% of them are women, while 60% are men.

This gender distribution among employees can have significant implications for organizational communication. For example, there are significant gender differences in how they perceive transparency and involvement in the organizational communication process. It is important for the company to consider these differences and take steps to promote effective and inclusive communication among all employees, regardless of gender. It might also be useful to conduct further studies to investigate these differences more detail and to identify potential problems in organizational communication regarding gender diversity. Regarding the age structure of the respondents, the age distribution is relatively balanced: 25% of them are between 18 and 25 years old, 30% between 26 and 35 years old, 25% between 36 and 45 years old and 20% are 46 years old years or more.

It should be noted that younger respondents (between 18 and 35 years old) have a different perception of how information should be communicated within the organization compared to the older ones. In addition, it can be more difficult to communicate effectively with older people who are more conservative with digital technologies and communication channels. That is why it is important for the company management to consider the age differences of the employees in the process of organizational communication and adopt a flexible approach that takes into account the needs and preferences of all employees. It is also important to use a mix of communication channels to reach all employees, regardless of age. Further studies could investigate these differences in more detail and provide specific solutions to improve organizational communication across age groups. Looking at the place of residence, 70% of the respondents come from the urban area, while 30% come from the rural area. This distribution of the place of origin can have significant implications, because the employees who come from the urban environment have different expectations compared to those who come from from rural areas in terms of frequency and style of organizational communication. It is important to consider these differences and take steps to ensure effective and inclusive communication for all employees, regardless of their background.

To the question "How often do you receive information from the company management?", from the answers received from the 100 respondents, 20% of them receive information from the company management daily, 35% weekly, 30% monthly, 10% rarely and 5% never, as shown in Figure 1.
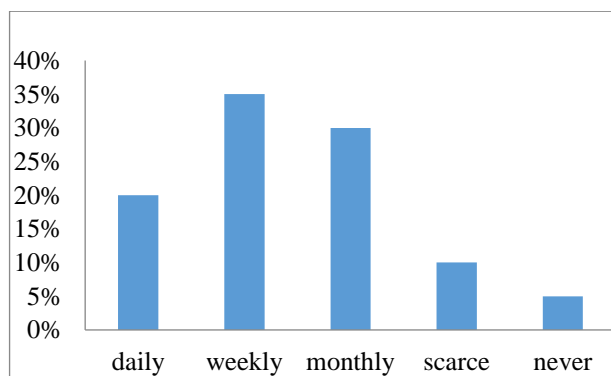

Fig. 1. Frequency of employees informing from the anagement
Source: Centralization of information obtained based on questionaire [17].

The obtained results mean that employees who receive information more frequently from management have a better perception of transparency and involvement in the organizational communication process. It is important to consider these differences and

take steps to ensure efficient and inclusive communication for all employees. It is also important to use a mix of communication channels to reach all employees and adapt the frequency and style of communication according to their needs.

Further studies could investigate these differences in more detail and provide specific solutions to improve organizational communication and transparency in the decision-making process within the company.

To the question "How relevant do you consider the information received from the company management?", from the responses received, 45% of them consider the information received from the company management to be very relevant, 35% consider it relevant, 15% are neutral, and 5 % consider them irrelevant or very irrelevant, as shown in Figure 2.
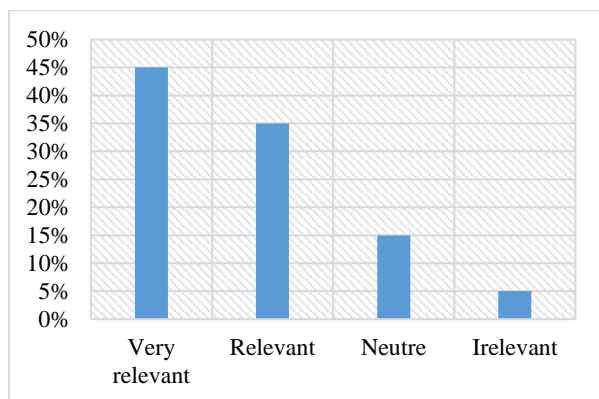

Fig. 2. Relevancy of informatio received from management
Source. Centralization of information obtained based on questionnaire [17].

It should be noted that employees who perceive the information received as relevant or very relevant are more involved in the communication process and are more likely to follow the directions set by management. At the same time, employees who perceive information as irrelevant or very irrelevant may not pay attention to it and may not be fully informed.

To the question „How transparent do you consider internal communication within the company?„ 30% consider internal communication within the company to be very transparent, 50% consider it transparent, 10%

are neutral and 10% consider it opacity or very opacity, as it is shown in Figure 3.
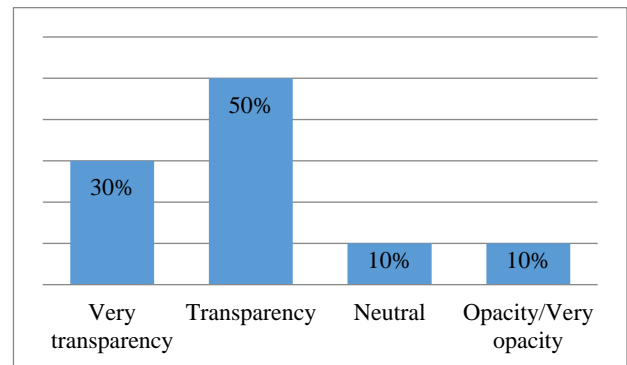

Fig. 3. Transparency of internal communicaton within the company
Source: Centralization of information obtained based on questionnaire [17].

This distribution of the perception of transparency in internal communication leads to the conclusion that employees who perceive internal communication as transparent or very transparent will be more likely to trust the company management and feel involved in the decision-making process. On the other hand, employees who perceive internal communication as opaque or very opaque may have a negative perception of the company and may be less involved in the decision-making process.

To the question "How involved do you feel regarding organizational communication within the company?", 40% feel very involved regarding organizational communication within the company, 35% feel involved, 15% are neutral, and 10 % feel little or very little involved, as shown in Figure 4.
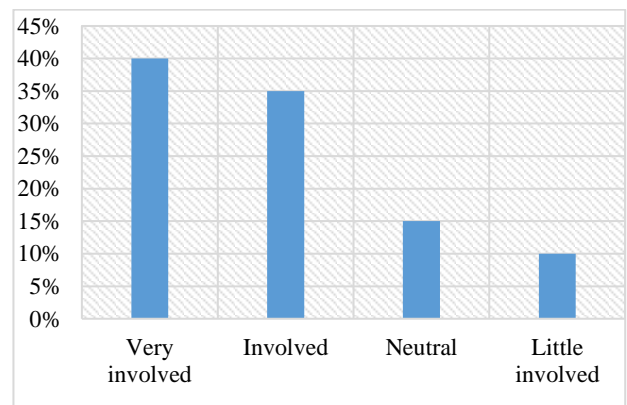

Fig. 4. Employees involvement in organizational communication of the company
Source: Centralizaion of inofmration obtained base don questionnaire [17].

This distribution can be an indicator of the level of employee involvement in communication and decision-making in the company. Employees who feel highly engaged or engaged are more likely to be involved and provide feedback in the communication and decision-making process, which can lead to more effective communication and higher employee satisfaction. On the other hand, employees who feel little or very little involved may be less involved in the communication and decision process and may be less satisfied with their work.

It is important for the company to take these perceptions into account and take steps to increase employee involvement in organizational communication and the decision-making process. The company can ensure that employees are involved in communication and decision-making through feedback sessions and regular meetings with managers, by creating transparent communication channels and involving them in the decision-making process. The level of involvement of employees in organizational communication can affect their satisfaction and involvement in the company. By increasing the involvement of employees in the communication and decision process, the company can improve the relationship with employees and achieve better results in terms of their involvement and performance.

To the question "How satisfied are you with organizational communication within the company?", 30% declare themselves very satisfied with organizational communication within the company, 40% are satisfied, 20% are neutral, 5% are dissatisfied and 5% are very dissatisfied , as shown in Figure 5.

These results show that the majority of employees are satisfied with organizational communication within the company, and a significant number even declare themselves very satisfied. This can be an indicator that top management has good and transparent communication with its employees. However, there is also a significant percentage of employees who are dissatisfied or very dissatisfied with organizational communication within the company. It is important to consider these negative feedbacks and take steps to improve communication with these employees, by creating transparent and accessible communication channels and by encouraging feedback and employee participation in the communication and decision process .

To the question "How would you evaluate the quality of information received regarding projects or changes in the company?", 25% consider the quality of information received regarding projects or changes in the company to be very good, 40% consider it good, 20% are neutral, 10% consider it weak and 5% consider it very weak, as shown in Figure 6.
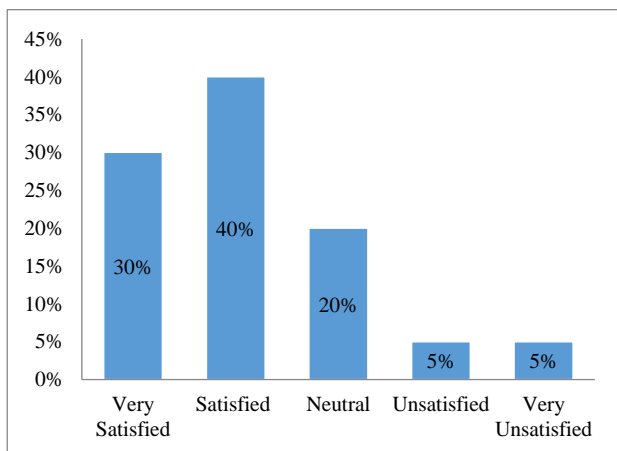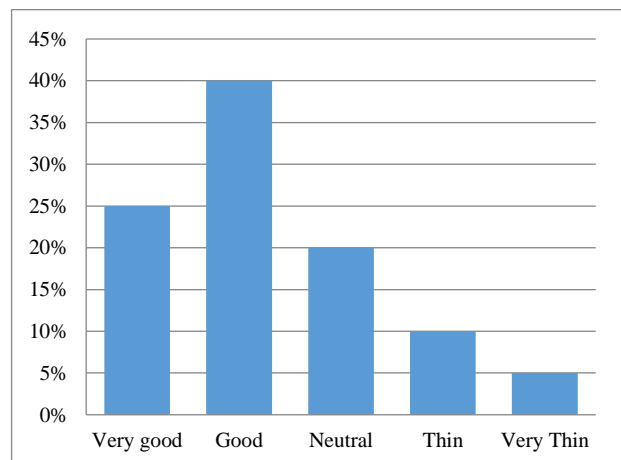

Fig. 5. Satisfaction towards the organizational communication within the company
Source: Centralization of information obtained based on questionnaire [17].

Fig. 6. Quality of information received regading the projects or chances in the company
Source: Centralization of information obtained based on questionnaire [17].

This suggests that most employees consider the information received about projects or changes in the company to be of good or very good quality. However, there is also a significant number of employees who believe that the information they receive is poor or very poor.

To the question "Do you feel that there is adequate communication between company departments?", 30% of them believe that there is always adequate communication between company departments, 50% said that there is adequate communication sometimes, 15% said that it rarely exists and 5% stated that there is no adequate communication between departments at all, as shown in Figure 7.

These percentages suggest that the majority of employees believe that there is adequate communication between departments in the company, but there is, however, a significant minority who believe that this is rare or non-existent.
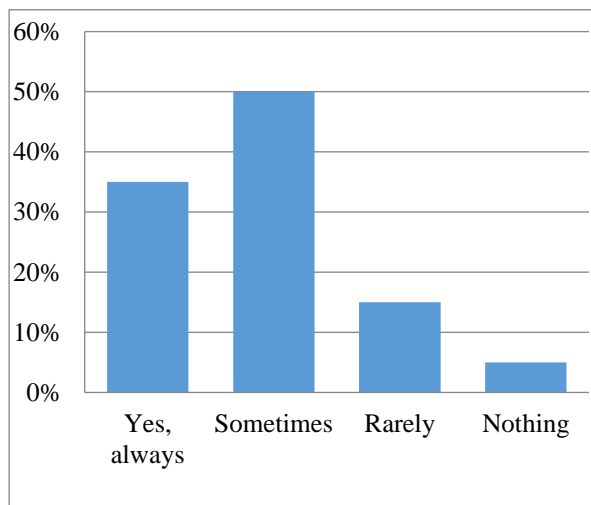

Fig. 7. Existence of an adequate communication between the company
Source: Centralization of information obtained based on questionnaire [17].

To the question "Do you feel that there is adequate communication between company management and employees?", 35% of them believe that there is always adequate communication between company management and employees, 50% stated that there is adequate communication sometimes, 10% said that it rarely exists and 5% stated that there is no adequate communication

between management and employees at all, as shown in Figure 8.

It is found that the majority of employees believe that there is adequate communication between management and employees in the company, but there is, however, a significant minority who believe that this is rare or non-existent.

To the question „Have you been invited to express your opinion on important decisions made within the company?„ 20% of them stated that they are always invited to express their opinions on important decisions made within the company, 50% said that they are invited sometimes, 20% stated that they are rarely invited and 10% were never invited to express their opinions, as shown in Figure 9.
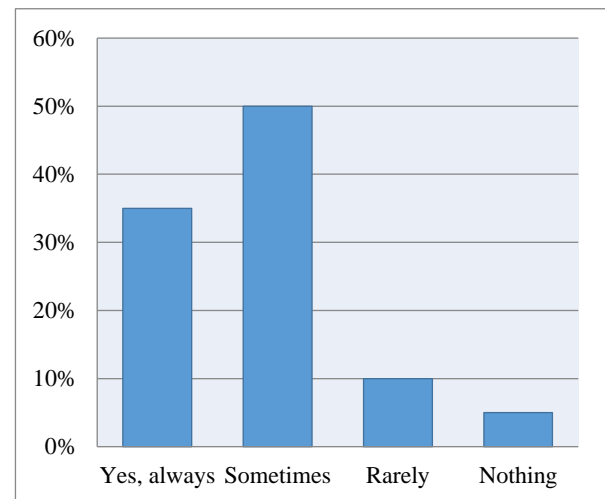

Fig. 8. Existence of an adequate communication between management and employees
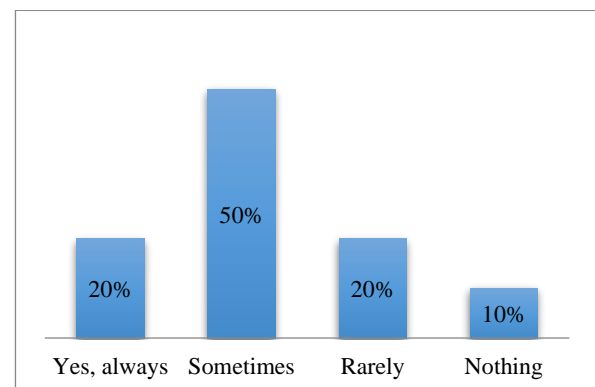Source: Centralization of information obtained based on questionnaire [17].

Fig. 9. Employees opinion on important decsions made in the company
Source: Centralization of information obtained based on questionnaire [17].

From Figure 9 it is easy to understand how important is that employees feel involved in the decision-making process, as this can increase their level of commitment and improve the performance of the company as a whole.

From the analysis of the answers received, 25% of the respondents stated that they were actively involved in the process of improving organizational communication within the company, while 40% indicated that they were involved to some extent. At the same time, 35% of the respondents stated that they were not involved in this process at all.

A significant number of respondents who indicated that they were not involved in the process of improving organizational communication indicates a low level of involvement and responsibility regarding the improvement of the communication process within the company. At the same time, the relatively high percentage of respondents who indicated that they were involved to some extent or actively indicates an increased desire to be involved in the process of improving organizational communication and to contribute to its improvement within the company When employees are informed and see the meaning of their work, they can understand their role in the bigger picture, working towards a common goal. With employees dispersed around the world, managers are no longer able to personally oversee or share the CEO plan with teams. When the workforce is spread across different locations, online and offline, there is a need for appropriate and adapted internal organizational communication processes.

CONCLUSIONS

Every internal communication plan should focus not only on providing information, but also on clarifying and explaining it so that it is easily understood by all. Selecting the appropriate methods of internal communication is essential to achieve this point. You must be able to connect with each employee. But all too often, a large number of employees can slip through the net; remote workers, those who are not up to date with technology. Without a regular flow of information and interaction, these workers can quickly become disengaged, increasing the employee turnover rate. Internal communication channels must build connections between management and employees, between departments and individuals. With widely dispersed human resources, as is the case of the company under review, barriers must be removed and the implementation of internal communication software should be considered to help management reach every employee. It will give everyone equal access to the same information. The goal of robust internal communications is not just to inform and connect employees. It will also inspire them. By building a culture of recognition and purpose, individuals go above and beyond to serve the higher purpose of their company vision. Knowing their contribution and working towards the same goal will also increase their overall health and well-being.

One of the common internal communication mistakes is failing to listen to what your employees have to say. Implement two-way channels and give employees a voice and a platform to use.

Organizational communication is an essential aspect of the efficient and effective functioning of any company. Following the analysis of the questionnaire, both strengths and weaknesses of organizational communication within the company were identified.

Like any study, this too has limitations and possible aspects that could be improved in further research. Here are some of them:
*Sample size: This study was conducted on a sample of 100 people from multiple departments and locations within the company. Although this number is sufficient to draw meaningful conclusions, a larger sample size could provide an even more detailed and accurate picture of organizational communication within the company.
*Questionnaire: Although the questionnaire tried to capture several aspects of internal organizational communication, it could be improved and adjusted to include additional and more specific questions that could provide

a more detailed picture of organizational communication within the company.

*Subjectivity: There is a possibility that the subjectivity and personal opinion of the respondents may have influenced their answers. In addition, it would be useful to add objective data, such as statistics on the number of internal communications and company events, to help evaluate organizational communication.

*Contextual aspects: This study was carried out in a certain period of time, and only in 3 counties where the company has work points, and such a study carried out in over 50% of the company's locations could influence the way employees perceive the organizational communication.

Following the case study carried out on organizational communication within the company, several further research directions can be suggested:

-Detailed analysis of internal communication channels used within the company and identification of the most effective communication channels for different categories of employees.

-Study of the experience of employees within the company regarding participation in the decision-making process and the possibility to express their opinions.

-Evaluating the impact of organizational culture on internal communication and identifying the factors that influence the effectiveness of organizational communication.

- Analysis of how the company adapts to new communication technologies and and their impact on organizational communication eficiency.

- Evaluating how the company approaches communication issues and conflict management within the organization.

These lines of research can contribute to the improvement of the organizational communication within the company and can be applied in a wide range of companies and organizations.

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