

Alexandrina Cristina VASILE  
Luminița NICOLESCU  
Bucharest University of Economic Studies,  
Faculty of Economics and International Business Bucharest, Romania

# BUSINESS COMMUNICATION AND ORGANIZATIONAL CULTURE

Theoretical  
Article

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## Abstract

*Ignored for centuries, communication starts to be more and more important in influencing the course of the business. This trend appears mainly because the simple act of selling is not enough, sharing products is constantly supplemented by services which enrich the seller offers, and together are highlighted by the quality of communication. During the same period, the appearance of globalization and multinational organizations makes the culture being more and more important in tranzactions. In this context, the existing connections in the business environment changes radically, management acquiring new meanings.*

Business communication in corporations appears in the context of accelerated industrialization era as Joep Cornelissen considers (2008, 2004) and starts diversifying under the economic boom and the constraints of overproduction crisis of the 1930s. Peter Drucker observed after this period the great impact that global conflicts have, the need diversification of non-communist Asian country which tend to lead the increased production and productivity and consequently the amount of information and informatics applied to industry and society in general (1970).

Following these conditions, communication is unstructured and without necessary background, with multiple accusations of unfair competition and lack fairness in media (buying columns, defamatory articles or advertising) situation which leads companies to attract press agents within companies, people specialized in "external communication" (Drucker, 1970). At this moment we see for the first time a fine line between corporate communication and public relations both aimed to informing the public, opposite the marketing company actions which were focused on products and the market. Since the 80s, the two concepts come together under one concept: corporate communication and even if the origin of the two concepts is not clear, they appear naturally as a necessity into the market (Cornelissen, 2004).

Even in this moment, when the terms were basically defined, there are still overlapped areas with public relations, communication technology, at micro or macro level within the company, (Macnamara, 2004). Joep Cornelissen emphasizes the role of communication discipline (2004) and its evolution throughout the twentieth century from promotion, advertising or informing groups and individuals to its integrated use into the dynamic context in corporation that constantly develops. We can see Marshall's opinion in 2007 (apud Dolphin, 1998) as we can "confuse" -in a simplistic approach- terms like public relations, public affairs or commercial communication forms as they are limited to messaging and public perception, so we can emphasize the complexity of notions and their approach on the Cornelissen structure (2004) with a more concise approach.

Concepts have evolved in *complexity and areas of communication* starting from Marketing Public Relations (MPR) and Corporate Public Relations (CPR), clearly overlapped in some respects, but not having the same structures entirely, in the end the two concepts to be included in Integrated Marketing Communication (IMC) and Integrated Communication (IC). This means that businesses develop dedicated communication parts at structural and managerial level, but also *diversification plans* which extend due to its benefits.

Historical Models of Public Relations are presented in Table 1.

To strengthen Cornelissen's synthesis and to partially explain the existence and involvement of marketing in companies, McDaniel structured chronologically seven stages of marketing concept as the main basis for the development of communication in the last two centuries within the companies and ranging from the XVIII century the *sale stage* to the XXI century, *online marketing* (Boone and Kurtz, 2011).

Action and Overlapping Medias in Corporations are presented in Figure 1.

It is believed that communication today is a mutual comprehension, as intercomprehension (emphasis on another person's subjectivity under its intentions and reasons), (Denes, 2009). The new communication models take into account circular communication (alternating participants in the communication roles of transmitter and receiver), individual differences in mastering communication codes, opinions and attitudes role in the communication process, the importance of cultural and social context of the exchange, including also educational communication. Moreover, representatives from Palo Alto School believe that everything is communication and formulates axioms of human communication.

The importance of economic communication can not be studied isolated but in the light of interdependence and constant changes occurred in contemporary society and economy. Following a utopic idea, if the state interferes less the market mechanisms, the economic role of communication increases as part of the strategies of placing companies on advantageous positions in the world ranking and so it is felt increasingly more production information as a *non-factor*. This idea along the ability or managers' using knowledge as decisive influence suite classical factors of production, the notion of *informational resource* is new born. Following unequivocally appear notion of *knowledge-based economy*, which is characterized by "transforming knowledge into raw materials, capital goods, inputs essential economic processes in the economy and in which the generation, healing, buying, learning, storage, development, knowledge sharing and protecting becoming prevalent and decisive condition for profit and economic the long term sustainability (Nicolescu and Nicolescu, 2005)."

Corporate communication can be analyzed both in terms of *theoretical study and practical work* through manifesting, organization or individual level. Academic theorists are more involved in mapping theories, managers or employees of corporations being more interested in its practical applications, and hence approaches and different study interests (Cornelissen, 2004).

Traditionally, the interaction between the two perspectives is confrontational, some theoreticians wanting to abstract information, seeking to go to the generalization of concepts, while practitioners focus on practical ideas helpful in communicating corporations. In terms of Cornelissen (2004), useful for knowledge-based corporations is especially near and interrelation of the two viewpoints, the intersection of creating value in their companies, the end result can be used instrumentally conceptual or symbolic (2004), introducing it as a reflective practitioner or critical terms, depending on the approach we have.

Theoretical and practical corporate communication is presented in Figure 2.

Culture linked with communication is a model of tacit assumptions, learned by a group as solving their problems of external adaptation and internal integration, because it worked well enough to be considered valid and therefore can be taught to new members as a way of perceiving, thinking and feeling in relation to those problems (Schein, 2009). Defining organizational culture Schein finds other parameters that can define culture quantification involving "learning" as training and development element of the group (2010). He found delimitation within organization, which is the central point of studying while in Hofstede case, people act both in and outside their organizations within "*their mental software*" (2010), so the author introduces the notion of "*own idea about what it could mean an organization.*"

Linda Smichich analysis (Figure 3.) 1983 highlights the interaction both in practical and theoretical concepts of communication, marketing and organizational culture as a development environment and corporate development, describing schematically for the various theories, concepts and appearance inextricable links of these, making a review of the transfer of anthropological notions of culture treated by the organization as a theory based on marketing research to concepts of organizational theory.

Edgar Schein believes that although an abstract notion organizational culture should not be ignored and that its study is imperative in today's business environment to ensure success. The author defines two parts of organizational culture: organization-environment relationship external and internal achieving integration focusing on relationship management and employees outside the company. The author explain that we can think of culture as a cumulative sum of learning elements of a particular group covering both the expression and emotion or cognitive in a functional whole. With this stability and a shared history, the human need for stability, consistency and shared meanings create various elements to form patterns that may possibly be called culture (Schein, 2010). Meanwhile Schein

(2004) sees organizational culture as "a dynamic phenomenon" that surrounds us all the time continuously being enhanced and developed our interactions with others and shaped by managerial activity, other studies and researchers creates maps and measures therefore indicates broad and differentiated.

Under these circumstances we find useful approaches to such authors as Williams, Dobson and Walters that structure elements of organizational culture on three levels:

- *Beliefs and convictions.* They are often embedded in the consciousness of staff accessed rarely aware;

- *Values and attitudes* generally aware retrieved and displayed by members of the organization;

- *Individual and group behavior.*

Verboncuand Nicolescu (2008) recall another view of organizational culture and it is divided into three levels:

- *The outer level* consisting of behaviors, slogans, documents and other observable items of organizational culture;

- *The second level*, supported by values and norms shared by employees, risk taking, organization and employee development, services etc; these being visible symbols and language used;

- *Tertiary/ deeper level*, bringing together faiths, beliefs organization members, their major assumptions regarding the meaning and modalities of the activities within the firm; (D. Roberts, cited NicolescuandVerboncu, 2008).

Moreover, both professors point out the deeper levels of organizational culture to be analyzed closely linked to the subcultures that make up the specialist writings are mainly two criteria for the study: organizational affiliation and occupation of employees Fig 4, (NicolescuandVerboncu, 2008).

Considering the growing importance of these organizations and pursuing the business world, several new studies have been launched in the last thirty years, important figures being FonsTrompenaars, which focuses largely on transculturality, bringing discussed terms like *hyperculture*. Charles Hardy, like Hofstede, studying cultural characteristics observed correlation between a company and its organizational arrangement, identifying four cultures which correspond to certain specific structures:

- *Culture focused on power*, being that the decision-making power is held by a small number of people.

- *Culture focused on specific tasks organizations* that are focused on completing a mission, the team results.

- *Culture focused on people* is that employees feel their importance in the decisions of the

company, and the company strengthens their feeling of power and empowerment.

- *Culture focused on the role* determined by clear delegation of people to support their specialization and qualification in order to get the best results through more informed decision making the field of work.

Linda Smircich detailed analysis in 1983 shows two different approaches of organizational culture that is as *variable* or as *metaphor*, each of them being a different aspect of the same concept, on the one hand including culture in the organization, and secondly as a manifestation form of expression of consciousness (Smircich, 1983). In her view, culture is seen as a key values and beliefs, fulfills four functions:

1. Give sense of belonging organization members, allowing them to identify with corporate values
2. Facilitate development commitment to full members so that it can also guide and shape the behaviors (Smircich, 1983) higher than a personal commitment
3. Increased system stability in terms of social
4. Guide the participants playing the role of "compass" for the conduct internal organization members (Smircich, 1983).

Note that content approaches organizational culture, even if they differ in significant extent, have a common element - the identification of several overlapping levels. This prompted the two known teachers in the European Union, Fons Trompenaars and Rino Schreuder to make the analogy between organizational culture and an onion in that both integrates multiple layers, of which only the exterior is apparent at first.

According to Schein, any group or organization must develop its own concept of how to survive ultimately reducing the "reason to exist" and, from that starting point to develop the organization functions in connection with its external structures. Opening the correct knowledge of the business environment can be seen managers 'interest in finding the most suitable manner of managing employees by developing' the most suitable culture (Schein, 2010) to adapt to the economic success of the company. In terms of the relationship with shareholders and investors, the organization can assert its identity or wishes to be confused with the general community here comes the mission and strategy, which are largely management decision. Basically "one of the central elements of any culture is the assumption that members of the organization share the identity, functions and its mission" and are closely related to strategic

decisions that the organization makes (Schein, 2004). In the same way, people inside the company have their word in their strategic decisions because, as Schein concludes the ultimate goal of a corporate mission is to reach the expected outcome measure its performance and management strategies require group consensus for success.

The organization as a "socio-technical" group is strongly influenced by environmental problems, which are interrelated and interdependent especially because if there was a conflict within the group or subgroup can cause failure or success of the company as a context switch: can be external or internal source the potential for learning and adaptation (Schein, 2004). In addition, the obvious functions of organizational culture, to support the survival and adaptation required knowledge and latent functions of the organization that the author superimposed a company mission is manifested primarily by managerial decisions. So support the area's economic resources and the revenue engine of the community by offering jobs with the training of local residents to the needs of the organization and explicit demand for raw materials from which the company belongs community are functions that organizations in default, records Their made only if the activity or closing movements of business (Schein, 2004).

Culture is an aspect that can be used strategically to influence the course of organization; Schein believed that management can find those ways of modulation and creation of organizational culture to support economic goals. Personalities who have left their mark on organizational culture researches had different views over the functions that it performs inside and outside the corporate culture. If Trompenaars believes that culture are more obvious functions within organizations about marketing, research, development staff and managers in this regard will seek to share some ethical and professional guidelines (Trompenaars, 1997), Schein believes that it is found in all structures of the organization and is reflected in employee behavior and corporate image (2010).

"The vision of management is to direct resources and energies towards the achievement of an organization's desired future conditions" (Nastase, 2014). John Key (2001) considers that essential part of success with corporate strategy, value creation, coordination and cooperation is to open and support the professional and contractual relations. Clearly these relationships are supported by management decisions and communicating their different environments. How the decision is made to adopt a communication strategy it is essential however.

In terms of Marian Nastase (2004), organizational culture can define functions closely related to the ways of manifestation: the symbols of

organizational values, norms of behavior, stories, myths and rituals or ceremony. So, if you look through the organization as a system of symbols, it is to keep order and make functional organization. The representative function of symbols does not refer to them as such, whether tangible or intangible, but the significance of the relationship becomes complex organizational, managerial interest in this case is ultimately create congruence between company identity (employee's perception of the company) and company image (outsideexpression).

Organizational values explicitly stated, running both inside and outside the organization are designed to lead to a result, to draw up guidelines and rules by which a firm determines its members to unfold according to the order, safety and growth. These values have an important impact within the company emotionally, but to be able to be seen inside the business activity it is necessary to manifestcontinuously.

Behaviouralnorms find their function of maintenance and behavior the employees for a proper functioning of the organizational system and to maintain the company image in other persons mind. Although largely involves formalizing employee actions rules and substrates include habits or informal language, their application bringing order into the organization.

Rituals and ceremonies have their own function within the organizational culture, being "the most visible form of manifestation of symbolic behavior in an organization" (Nastase, 2004), and their function is to send fixed messages about the identity of the organization to inform members of the company not only about obvious organizational matters.

The manager aims to predict, organize, coordinate, motivate, monitor and evaluate effectively the available information, the volume and the quality desired. For this he must constantly communicate with the company's own and external environments (subordinates, employees, partners, managers or shareholders or investors higher position), and communications effectiveness depends on the communication system designed, produced and used within the organization through the prism of its values (NicolescuandVerboncu, 2008).

For the two specialists, the role of communication in the organization, for the purposes of ensuring proper functionality and effectiveness of the company is mainly generated by:

- *The volume, complexity and considerable diversity* of objectives of the organization and its subsystems. The impact of variables to adapt to the culture of communication through national and international environment is defining;

- *The profound changes* occurring in dimensional and functional characteristics of the company. Change and implement the new economic, managerial, technical and technological development are constant sights integral multinational in this respect, although relatively cheap and easy access through new methods of communication (telephone, internet, video-communication) are adaptations occur both at management level regarding culture and communication;

- *Groups, designand procedure* of organization. The link between groups and constituents through communication flexible but also strengthens their existence.

- *Business management*, how to structure their working time to enable the decision making and operational functions, given that a manager affects about 80% of his time to communicate, assign value to the roles (interpersonal: symbol, leader, liaison and information agent: active observer, speaker, spokesperson), (NicolescuandVerboncu, 2008).

Analyzing organizational communication through its elements, Gargiulo (2005), says that it would not exist without the target, channel, tools, and by understanding the relationship that develops between them, and without understanding it we can not use.

As the target audience referring to the moving message, uses a classification as simple as it is comprehensive: Internal, External, Partners, Nonspecific. Communication channel using the term refers to the way information is delivered classifying them: Formal, Social, Personal, communication analyzing the conceptualization of the two axes, can be seen in the table 2.

According to A. Hristache corporate communication is the conceptualization of creative thinking and strategic relationship management firm entrepreneur. Following this synthesis through the theory developed by Hofstede see ways to measure communication ability of nations and of corporate default. Given the size modeling we can say that communication is necessary when you set and recognize cultural affiliation partner: Power Distance (PDI), Individualism versus Collectivism (IDV), Masculinity and Femininity (MAS), Uncertainty avoidance (UAI), Time orientation (LTO) constraintsversus indulgence (IND) (Hofstede, Hofstede, Minkov, 2010 , p.30), are part of dimensions that give the most appropriate approach to business communication.

Schein (2010) believes that the organization functions and influence on the individual differs depending on the *degree of integration* of individual and organizational culture how strong force is exerted on people from the core values, taken without filtering (relationship with the environment, human nature relationship with time

and space, human relationships, to those with a higher degree of consciousness as the physical and social environment or visible but hard reconoscibile (technology, art, audio and visual behaviors), (Jung et all, 2007)

Through organizational culture are preserved and transmitted the firms' values and traditions so changes in the management system must take account the specific values, concepts and organizational habits that are perpetuated to empower enterprise controlling and direct employees and groups formed within the company in order to support the company's goals, the economic part being in the end the leading path for every manager.

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## Tables

Table 1. Historical Models of Public Relations

Characteristic	Press agency/publicity	Public information	Managerial discipline
Purpose	Propaganda	Dissemination of information	Persuasion and/or mutual understanding/accommodation
Nature of communication	One-way complete, truth not essential	One-way, truth important	Two-way, (im)balanced effects
Communications model	Source → receiver	Source → receiver	Source → receiver ← feedback, actor ↔ actor
Nature of research	Little if any	Little, readership readability	Formative attitude evaluation
Quote	'public be damned'	'public be informed'	'public be influenced, involved and/or accommodated'
Communications disciplines involved	Publicity (propaganda)	Publicity, media relations	Publicity, media relations, employee communications, investor relations, general counsel, government affairs...
Period	1800–1899	1900–1940	1940–1990

Source: Joep Cornelissen "Corporate Communication, A Guide to Theory and Practice", Joep Cornelissen, SAGE Publication second edition, 2008, p. 35

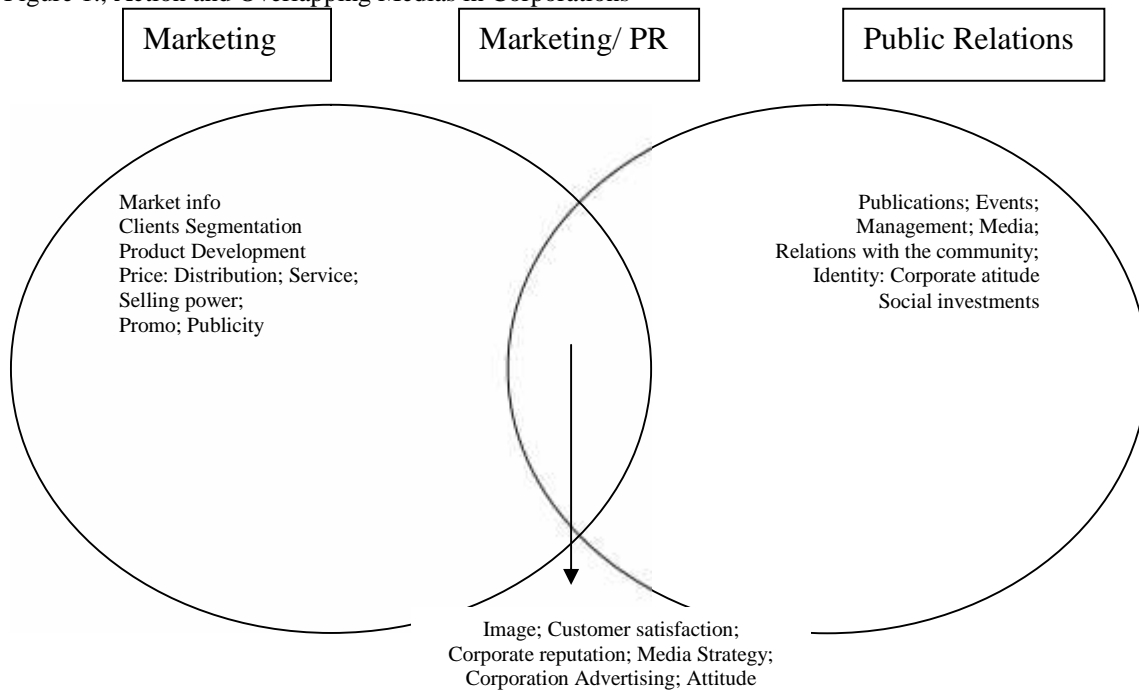
Table2.,Communication Conceptualizing. The Communication Matrix

Conceptualizing Communication		Target			
		Internal	External	Partner	Nonspecific
Channel	Formal	Memos Policy manuals Intranet Newsletters Posters	Television Radio Advertisement Annual report Billboards Website	B2B Portal SLA Contracts Project debrief Conference	Focus group Survey
	Social	Trainings Meeting Briefings	News and media Job fair User groups	Trade shows Magazines	Books Philanthropy
	Personal	E-mail Telephone One-on-one meetings	E-mail Telephone Ad-hoc interactions	Meetings Telephone E-mail	Speaker bureaus Networking

Surce: Terrence L. Gargiulo, "The Strategic Use of Stories in Organizational Communication and Learning", M.E Sharpe, New York, 2005, p. 25

**Figures**

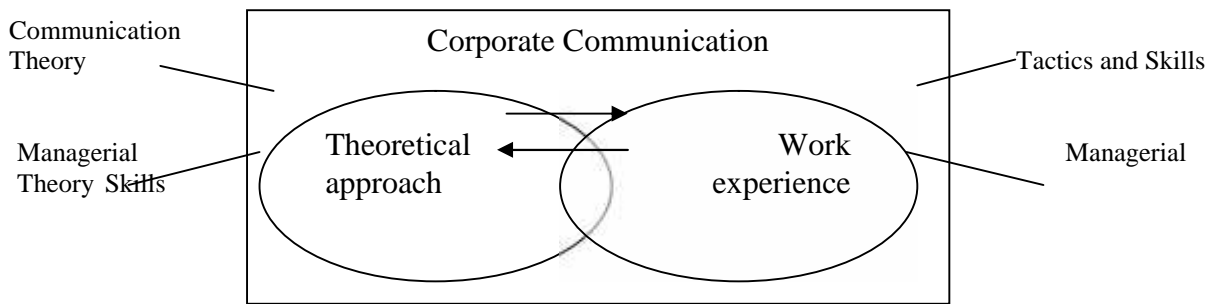
Figure 1., Action and Overlapping Medias in Corporations



Surce: Joep Cornelissen "Corporate Communication, A Guide to Theory and Practice", JoepCornelissen SAGE Publication second edition, 2008, p 40.

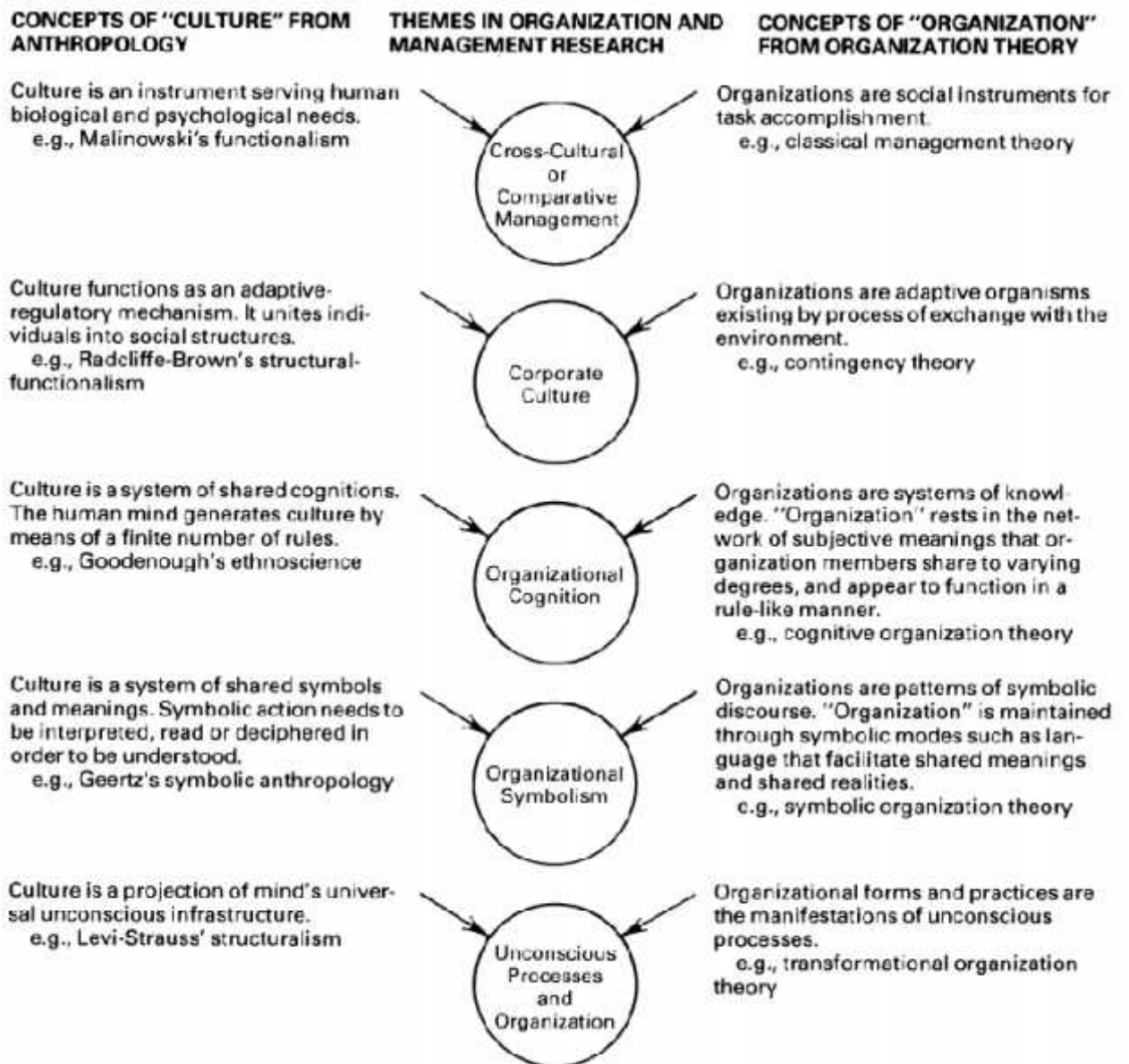


Figure 2. Theoretical and practical corporate communication



Source: JoepCornelissen "Corporate Communication, A Guide to Theory and Practice", JoepCornelissen SAGE Publication second edition, 2008, p. 16

Figure 3 Intersection of Culture Theory and Organization Theory



Source: Linda Smircich, "Concepts of Culture and Organizational Analysis", Source: Administrative Science Quarterly, Vol. 28, No. 3, Organizational Culture (Sep., 1983), pp. 339-358

Figure 4. Types of organizational subcultures



Source: Ovidiu Nicolescu, Ion Verboncu "Fundamentele managementului organiza iei"  
2014, <http://www.biblioteca-digitala.ase.ro/biblioteca/carte2.asp?id=60> , accesed April 2015.