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EMPIRICAL STUDY REGARDING THE QUALITY OF COMMUNICATION WITHIN THE ECONOMIC ENTITY

Empirical
studies

Keywords

management
quality of communication
communication efficiency

JEL Classification

M10

Abstract

We considered appropriate to study issues concerning communication between hierarchical structures within an economic entity. This led us to a better understanding of how it is viewed and understood management, mainly the management system in the Romanian economic entities nowadays. In order to determine the degree of efficiency of communication within companies a set of questionnaires were used as primary data sources. In this respect, we believe that some benefits can be brought by this study for the entity such as gaining a better understanding of the role and the place it has the function of communication within the company and can become the basis of a plan of action to continuously improve communication.

1. Rationale of the study

By management as science we understand studying management process to systematization and generalization of concepts, laws, principles, rules, and the design of new systems, methods and techniques in order to increase efficiency in activities to achieve goals. (Zorletan et al., 1999)

One of the most interesting definitions of management is the one given by Peter Drucker as follows: Management process is to achieve the organization's objectives and working with and through people and harness other organizational resources. (Drucker, 1985)

A. Mackenzie based on the fact that basically a manager operates with three key elements, namely ideas, things, people, has reached to a similar definition of management, namely *the achievement of objectives through others*. (Mackenzie, 1959)

Management is the art of mobilizing and channelling the intelligence of all with the purpose of aiming all the entity's goals. (Matsushita, 1987)

From these definitions, we deduce that human resources are a significant part of the management process. In fact, we can say that without the existence of these resources there would be no management process, as management activity would not have on whom to exercise its functions.

That is way, we considered appropriate to study issues concerning communication between hierarchical structures within an economic entity.

In that purpose, a set of questionnaires were used as primary data sources. Questionnaires were offered to employees to be completed on paper format and electronically.

The questionnaire was sent to a number of 170 persons working in Constanta, into firms with different areas of activity. From the selected sample, a number of 54 people were perceptive to our study, which represents a percentage of 31,76% of the total population sample.

The composition of the questionnaire included seven questions chosen based on our own reasoning, containing aspects that we considered significant.

Questionnaires are not nominated, they remain anonymous, so we believe that the answers were as sincere and honest possible.

This study can bring some benefits for the entity, namely:

- gaining a better understanding of the role and the place it has the function of communication within the company;
- can become the basis of a plan of action to continuously improve communication;
- focus on effective communication.

2. Data presentation

Statistically, out of 54 respondents, 20 were men and 34 women aged 25-54 years, average age 35.7 years.

Questionnaires included the questions listed below. Each question had as possible answer one of the following: unsatisfactory, satisfactory, very satisfactory, and indecisive.

- Awareness on the plans and progress of the working staff. (Graph 1)
- Awareness on the plans and progress of the company. (Graph 2)
- Opportunities to express ideas. (Graph 3)
- Communication between co-workers. (Graph 4)
- Communication between different departments of the company. (Graph 5)
- Awareness (of the leadership) on the actions taken in the company. (Graph 6)
- How satisfied are you, in general, by the quality of communication within your company? (Graph 7)

Responses were taken and processed for consideration in order to issue an opinion

on the quality of communication within the Romanian economic entities.

Appealing to the graphical model, the results were structured and presented using graphs (from 1 to 7), listed at the end of the present paper.

3. Data analysis

Following the tabulation of responses received have been deduced the following conclusion.

Most common response received under each question submitted was "satisfactory", which leads to the conclusion that, overall, the staff believes that the economic entity in which operates the communication between the department and between different hierarchical levels is good.

However, we mention that one of the choice for response was "very satisfactory", option chosen by approximately 20 % of the respondents.

In terms of awareness on the plans and progress of the company, as well as team work most frequently chosen response was "satisfactory" (50% -63 %), followed by "very satisfied" (19 % -28 %), which suggests that employees consider firms are quite aware of the issues related to the future of the company and development of the team.

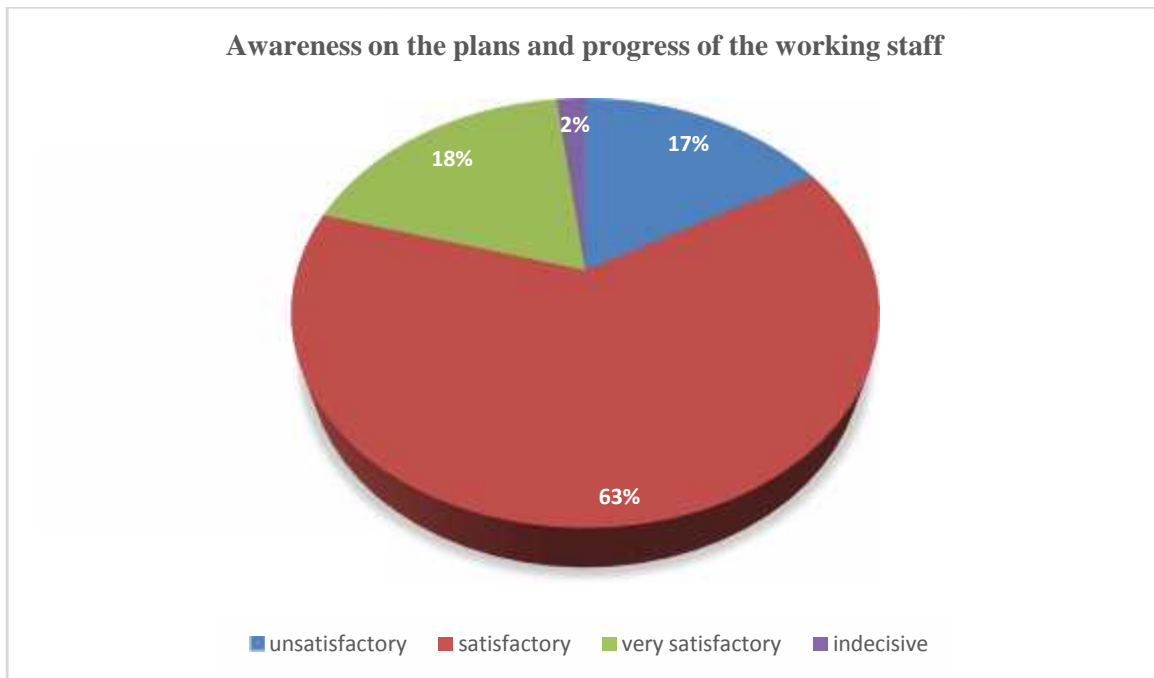
On the level of communication within the company at different levels, the most common response was "satisfactory" (approx. 56 %), resulting that communication between employees, regardless of hierarchical level exists and the communication channels are functional and operational.

We observed that there is some inconsistency between some answers, as between answers to question no. 5 and question no. 3. The first question relates to the existence of communication between departments in the company, where the most common answer was "satisfactory" (56 %). The second question referred to possibility of expressing the ideas to management, where among the possible answers "unsatisfactory" and "satisfactory" there is a relatively small difference (about 7%). From this we conclude that although there is a functional communication channel, communication is strictly focused on the needs of the economic entity as seen from the perspective of management and not from all employees.

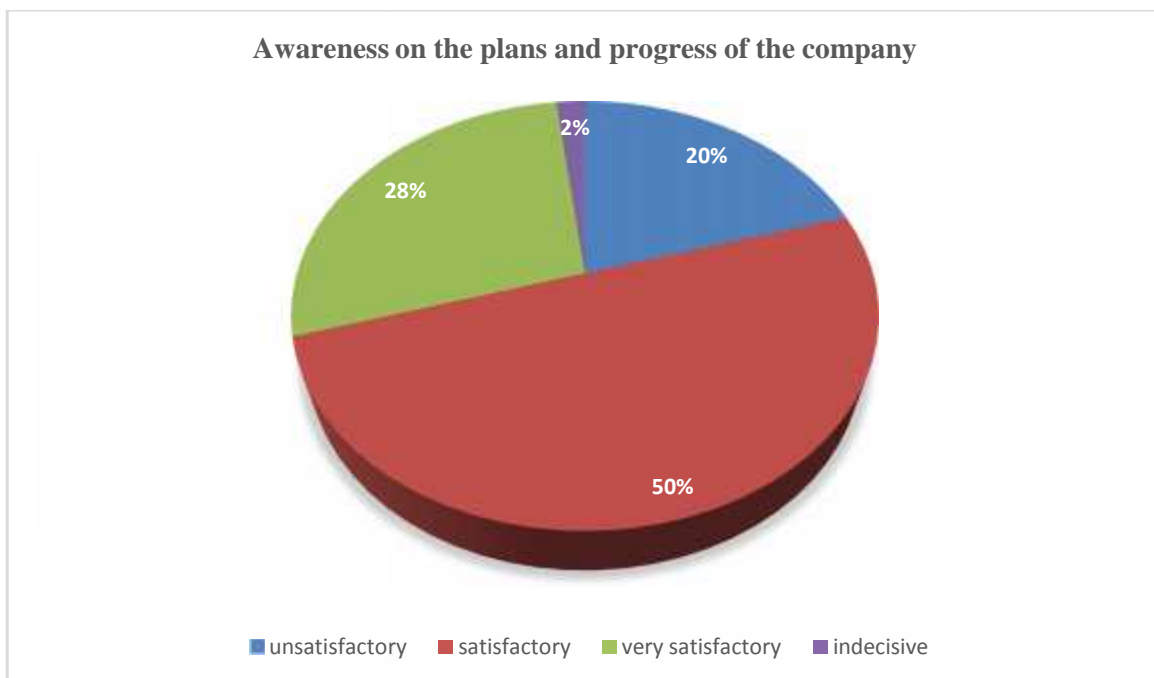
Although the survey result is positive, we see that the question that has registered most of the answer "unsatisfactory" (37 %) (Graph3. - Opportunities to express ideas) is related to the ability to express ideas to management, resulting in our opinion that Romanian companies are still conducted under the idea of: *Execute, do not think!*

Reference list:

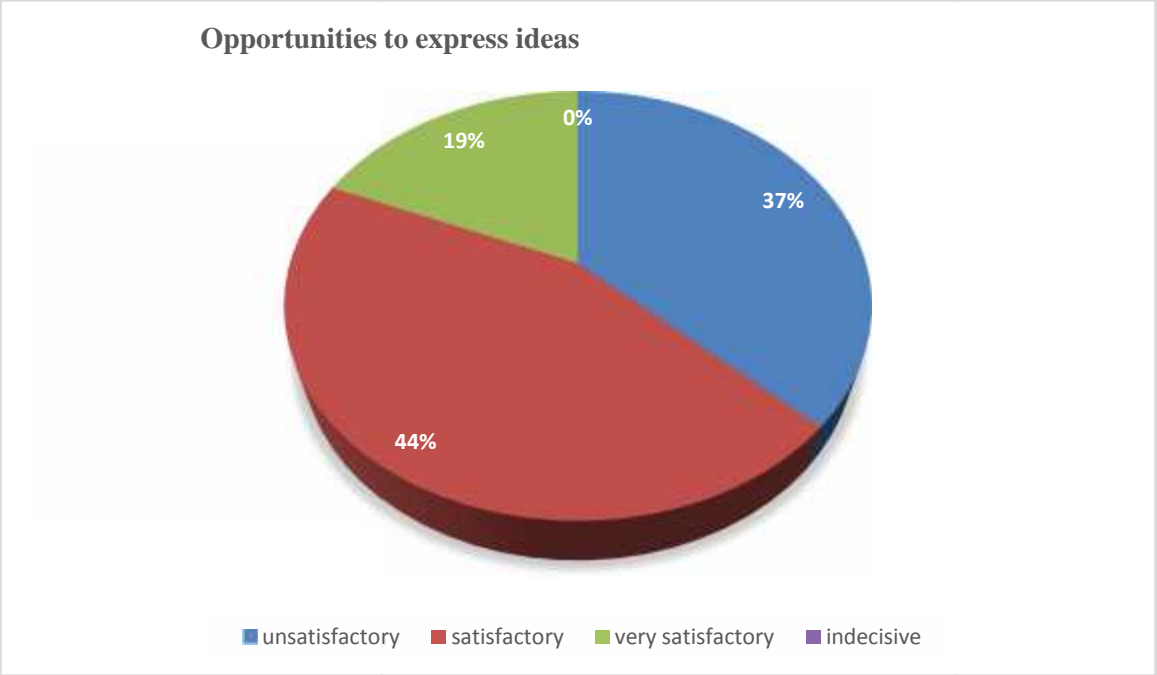
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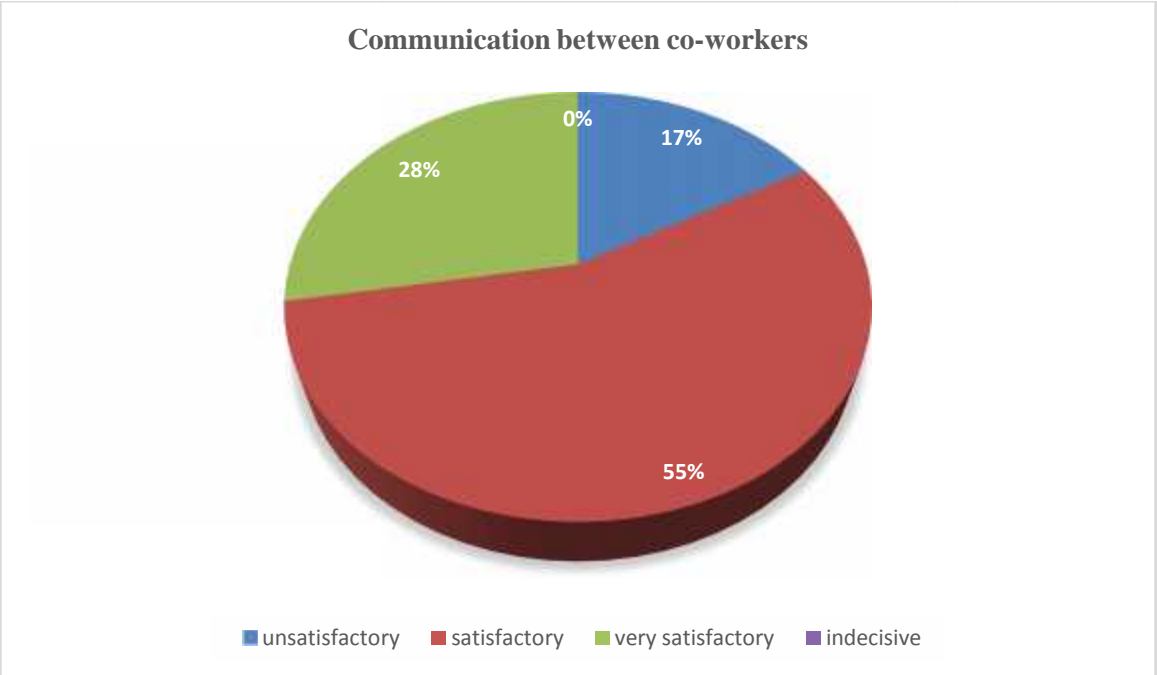
Graph 1. Awareness on the plans and progress of the working staff
Source: processed data obtained by survey



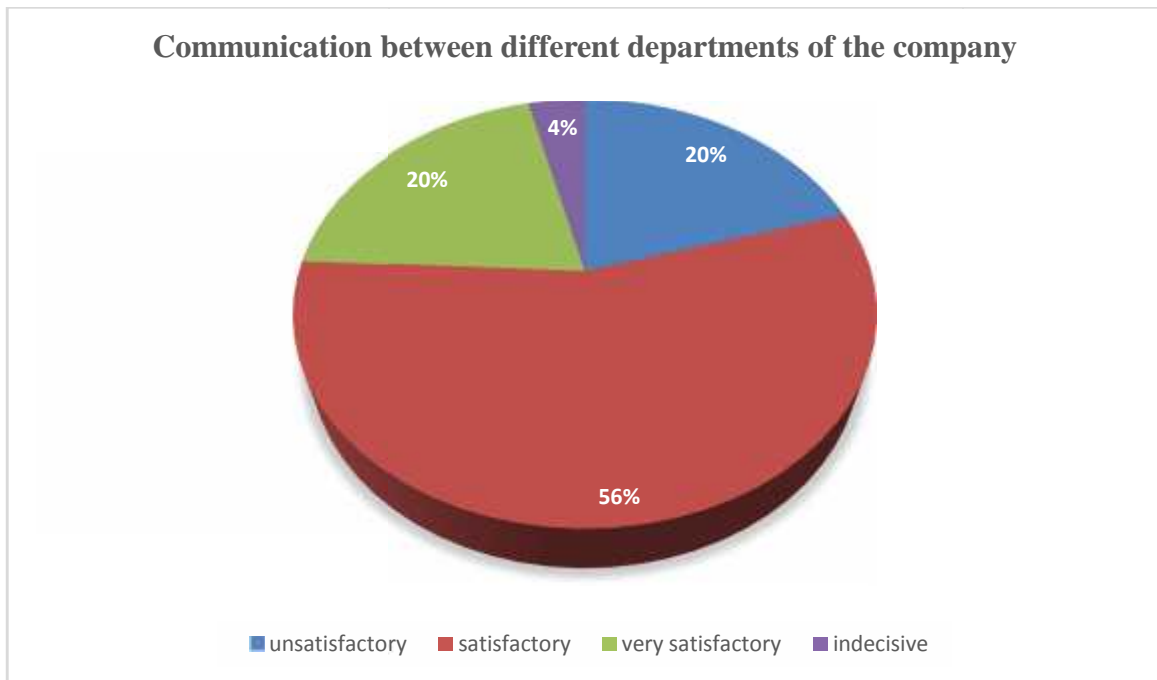
Graph 2. Awareness on the plans and progress of the company
Source: processed data obtained by survey



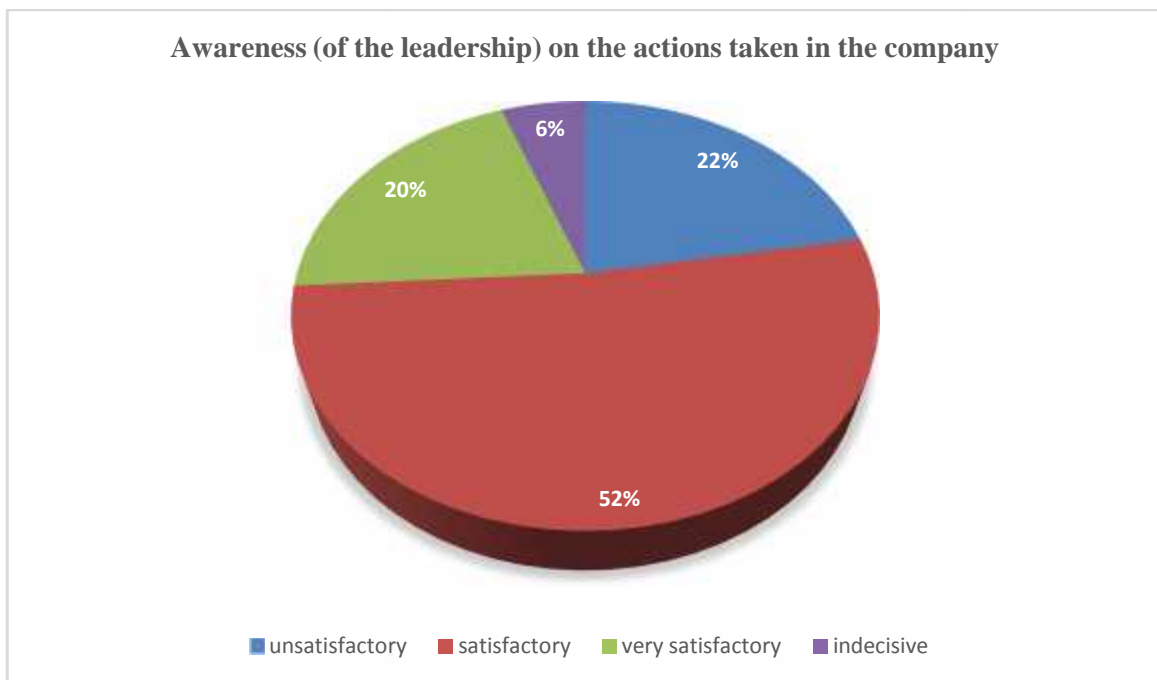
Graph 3. Opportunities to express ideas
Source: processed data obtained by survey



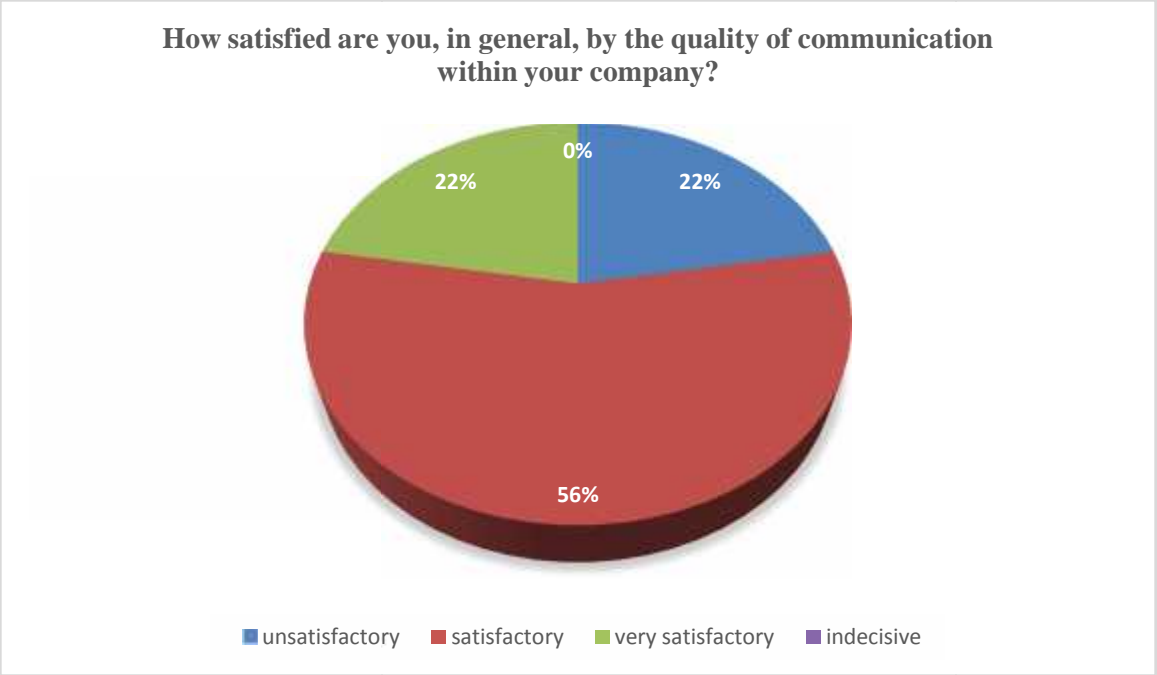
Graph 4. Communication between co-workers
Source: processed data obtained by survey



Graph 5. Communication between different departments of the company
Source: processed data obtained by survey



Graph.6. Awareness (of the leadership) on the actions taken in the company
Source: processed data obtained by survey



Graph 7. How satisfied are you, in general, by the quality of communication within your company?

Source: processed data obtained by survey