

# THE INFLUENCE OF THE MANAGEMENT COMMUNICATION ON THE ORGANIZATIONAL CULTURE AND CLIMATE

Monica NITA<sup>1</sup>, Radu D. STANCIU<sup>2</sup>

<sup>1</sup>University POLITEHNICA of Bucharest, School of Entrepreneurship, Business Engineering and Management, moniknita@yahoo.com

<sup>2</sup>University POLITEHNICA of Bucharest, School of Entrepreneurship, Business Engineering and Management, radu.stanciu@upb.ro

**Abstract** — The management communication facilitates the management process as a whole, in a certain organizational culture and with major implications in the organizational climate. By studying management and organizational culture, one may emphasize a whole range of aspects, from performance to dramatic situations generated and developed by the lack of communication and understanding. Therefore, management communication and culture plays an important role.

The purpose of this paper is to highlight the relations between the management communication and management culture on one hand, and between management communication and organizational culture and climate on the other hand in the Romanian organizations. Future studies may expand the research area on the management of communication process in particular case studies.

**Keywords**—communication, management culture, management styles, organizational culture

## I. INTRODUCTION

COMMUNICATION and culture are human manifestations that constitute the object of the management always and in all the fields propose an enhancement of the performances since the scientific management. Therefore, there occurs the need of studying the manner in which culture influences the managerial communication process and also the manner in which the managerial communication may influence the organizational culture and more particularly the organizational climate.

Organizational culture is nowadays more and more considered as one of the factors having a decisive influence upon the performances of a company. Managerial culture as a subculture within the organizational culture, to which it is in an interdependence relationship, has an extremely important role on the whole. Most authors mean by managerial culture the totality of beliefs, values, symbols, attitudes and behaviours of the managers of an organization, which are reflected in the decisions and actions adopted and implemented to obtain a competitive development of

their organization. In a powerful organizational culture, the most managers share a common set of values, beliefs, attitudes and behaviours regarding the manner in which said business has to be directed.

## II. CULTURAL FEATURES OF THE ROMANIAN PEOPLE THAT INFLUENCE THE MANAGEMENT AND ORGANIZATIONAL CULTURE

Analysis of the features of the managerial and organizational culture in its entirety can start with the cultural characteristics of the Romanian people. The most known tool for analyzing some cultural dimensions was made by the Dutch professor Geert Hofstede who, based on a survey, studied the organizational behaviour in some tens of countries and managed to identify a set of five fundamental variables (dimensions) which differentiate a culture from another.

Unfortunately Hofstede could not conduct his survey in other Eastern European countries (former communist countries) among which was also our country. Yet, Hofstede made estimates for Romania [1].

In 2005 the "Training Interact" company in Bucharest, together with "The Gallup Organization Romania" faithfully following the Hofstede methodology, by employing exactly the same questionnaire, achieved a study through which for three of the five cultural dimensions the indicators values are flagrantly deviating from the estimates made by Hofstede for our country.

The survey (even with a not so high degree of credibility) demonstrates that in Romania the cultural problems have to be approached in a different manner. These data demonstrate that Romania has similar values with other Balkan countries and namely: big distance towards authority/power, collectivism (low degree of individualism), femininity, high degree of avoiding uncertainties and short-term orientation [2].

Similarly to the other Balkan countries (Bulgaria, Greece, Serbia, Albania, and Macedonia) Romania is the complete opposite of the Anglo-Saxon countries, from which these countries borrow all the managerial and the human resources management practices.

Similarly, a new characteristic specific to the Romanian country has been revealed and namely the "Power Complex". In a psychological sense, this concept of power complex means the entire complex of representations and aspirations that tend to situate the Ego above all the other influences, regardless of their origins (feelings, subjective thoughts).

As a result of all the characteristics presented above, Romania signals a need of having authoritative leaders, centralization in decisions, and the population desires to follow the rules set down by such leaders. Another explanation of the big distance between people and power is that a lot of employees prefer a closer relationship between them and a single boss in order to obtain the protection thereof and to avoid assuming the responsibility of opposing viewpoints.

With regard to the "Romanian femininity", a possible explanation is given by the orthodox religion, prevailing in Romania, which is more inclined to the complementarity of genders than to the subordination of woman to man.

The high degree of avoiding the uncertainty, demonstrates that the population has a considerable level of anxiety concerning the future to which they prefer the certainty of the present day; accordingly, such a society cannot devise a long-term strategy.

Some of the Romanians have difficulties in dealing with certain ambiguous situations and opposing viewpoints. If we also consider the low level of individualism, we deduce that the members of the society cannot tolerate the minority views, based on the principle that the "minority shall obey the majority". This aspect may also mean a high resistance towards accepting something new. People still keep their conservative countrymen's essence, which is based on beliefs manifested by legends, myths, heroes, superstitions and ancient symbols which can be traced back to over 2,000 years ago.

Recently, Daniel David, the founding director of the Department for Clinical Psychology and Psychotherapy from Babes-Bolyai University – Cluj, tried to remake Motru's paper – "Psychology of the Romanian people", bringing new elements to the cultural model inspired by professor Hofstede. By using international psychological tests adapted to the Romanian population, Daniel David discovered, among other things, that the essential characteristic of the Romanians is the distrust in people and that the preoccupation for the good of others does not go beyond the family area. According to some analyses published on the professor's blog, the Romanians have a defensive personality, tend to disobey rules and are generally conformist. To the "surface" psychological profile of the Romanian, which relates to "how the Romanians are", there were also identified the following aspects [3]:

*1) There is a high potential for the cognitive/emotional intelligence, for creativity and learning, but this potential is not capitalized;*

*2) The type of personality, sometimes defensive, includes some negative aspects such as: cynicism, scepticism, misanthropy, etc;*

*3) Romanians manifest the need to prove the value, and this sometimes makes them become competitive and achieve performances if the social-cultural conditions are favourable;*

*4) Romanians' life is influenced by three landmarks: labour (as a way of social affirmation), family (element of certainty), religion (which gives sense and trust in life);*

*5) Regarding psycho-social aspect the Romanians seek for social power, but according to a collectivist culture, they hide this desire under the mask of modesty and sacrifice; the use of power is made under a feminine paradigm (by discussions and seeking for consensus), but these discussions sometimes entail quarrels and disagreements;*

*6) There is no real respect for leadership;*

*7) Romanians have a "repressive and avoiding" cultural style, which makes them more defensive;*

*8) Romanians have lower scores in universalism (preoccupation for the general good), goodwill, hedonism (seeking for pleasure), stimulation and self-determination and higher scores in accomplishment, power and conformism.*

The "surface" psychological profile is completed by the "depth" profile which relates to "how Romanians could be" and what their perception about themselves is, "how they want themselves to be" (ideal psycho-cultural model). The captured aspects are important since they relate to the potential and aspirations. The main aspects captured are:

*a) Romanians have a good opinion about themselves: they consider themselves warm, hospitable, tolerant, intelligent persons, etc;*

*b) The type of personality is considered a positive one, with the sense of humour, compensating for the negative aspects presented above;*

*c) Romanians consider that the potential they have is at the level of other countries with modern and democratic cultures and that is why they think they can easily integrate themselves into the modern world.*

The studies carried out by Daniel David though not having a high degree of credibility, not being exhaustive (the total number of interviewed subjects is more than 50,000 from various regions of the country) are valuable and worth considering also for the fact they had in view all the specialized studies relating to the psychological profile of the Romanians, performed by the year 2015.

### III. THE INFLUENCE OF MANAGEMENT STYLES AND TYPES OF MANAGERS ON COMMUNICATION

The psychological and cultural features presented before strongly influence the management styles and the types of the Romanian managers.

In order to identify the impact of the communication, the authors based their approach of management styles

and types of managers through the management capacity to coordinate and lead a group of people to objectives' achievement, through their communication style rather than considering the management capacity as production factor and special labour resource. Starting from that point, a good manager is a person who possessed excellent communication skills and competences [4].

It is obvious that a competent manager will communicate based on strategies and communication styles that will support the organization's objectives fulfilment. The communication styles in relation with the management styles can be group based on different criteria, like the goal and the objectives of the communication, the communication behaviour, the attitude and the relation to the others, the way of control, the interest to motivation, the expected results, etc.

The managers have their own communication style, a certain profile consisting of a predominant one and other correlated styles. Thus, it is necessary to know the communication style for better understanding the interactions with others.

When referring to the type of relation manager-employee, the majority of the authors indicate as management styles the following: authoritative, democratic, and permissive. Another interesting classification takes into account the consideration for itself (self esteem) and the consideration for others [5].

A manager who has a better impression about himself than about his employees will choose a dominant style, will impose his own will, and will make the decision by himself. A manager who has a great consideration for the group will try to adapt himself to the group by giving the possibility to assert itself. The ideal manager will sincerely cooperate with the group by being part of it. The balanced manager tends to make compromises having an average efficiency. The distance between the origin of the axes and the point that indicates management style can suggest the efficiency of that manager.

Based on the other dimension, consideration for others, the management styles may vary from managers oriented towards action (results, objectives, performance) followed by managers oriented towards process (organizing, planning, controlling) to managers oriented towards people (communication, feelings, understanding, etc.). A particular type is the manager oriented towards idea with a high level of creativity and innovation but assertive, not always interested in people.

From this short presentation, one may draw the conclusion that there is a wide range of management and management communication styles.

By extending the number of criteria (communication behaviour, feelings, motivation, results) one may group the management communication styles in four categories [6]:

*i) Blaming style found with aggressive and authoritarian managers who "hunt" the mistakes, accuse, criticise, and find others guilty for their mistakes. The communication behaviour tends to interrupt the communication channels because those managers are not interested in feedback. They have a judgement*

*attitude, use threats, rise voice, become nervous. Their behaviour generates feelings like hostility, insult, defence, revenge. That kind of managers thinks that the subordinates will accept their judgement and power. The results will appear if the subordinates accept and obey to the authority of the manager.*

*ii) Informing and directing style adopted by managers that tend to excessively dominate and control. They are not interested in receiving feedback and the action goal subordinates the feelings. The motivation aims at task fulfilment without explaining the decision. The managers do not bother about feelings. Therefore, the subordinates may choose a passive acceptance and may have possible spites if they confront to an ambiguous situation.*

*iii) Persuasive style found with managers that want to obtain the assent of the subordinates. They are interested in feedback, use active listening, and do not ignore the feelings but they are not subject to opened discussions. The level of motivation is high when the employee is persuaded that what he does is for his own good and the reward meet the results.*

*iv) Problem-solving style found with managers that have an open, encouraging way to communicate with others by using active listening. They are interested in feedback because they intend to share idea and opinions in order to solve problems. Communication takes place in both directions, feelings are recognized without critics, and there is a mutual understanding of motivations. This style may lead to positive results because a good level of motivation brings performance.*

#### IV. THE INFLUENCE OF THE MANAGEMENT COMMUNICATION ON THE ORGANIZATIONS' CULTURE AND CLIMATE IN THE ROMANIAN COMPANIES

Organizational culture may be shared, developed and strengthened through communication. Communication has also an important role in generating a certain organizational climate because the state of mind of the employees depends in a large extent on internal communication. The impact of management communication on employees is also important. The management culture is a strong motivator in obtaining performance. In the same time, the management conflict at the cultural level may generate problems with serious consequences on the organizational climate.

There are relatively few studies referring to the managers' communication activities and to the evaluation of internal and external communication in the Romanian companies.

In the same time, there is some modest interest in evaluating the communication climate. Romanian companies have the possibility to evaluate the organizational and communication climate by using an online integrated system for analysis and diagnosis called DCCO (Diagnosis of Organizational Climate and Culture). The system was designed by Profiles East Europe Company and uses questionnaires validated on Romanian population that allow the companies to identify and quantify the most important factors that describe the climate and the culture in any organization.

The questionnaires provide information regarding the type of organizational culture, employees' work satisfaction, salary, promotion, colleagues, managers, internal communication, communication climate, etc.

However, there is low interest regarding the communication, especially in the crisis situation in the majority of the companies. There are managers that do not understand that they must intensify their communication. Even if public companies at least try to do something (a communication plan eventually) the management of the private companies does not have special concerns in this domain.

In this kind of companies, the managers do not communicate the objectives, the strategic direction of the company which lead to a disorientation of the employees. More likely they will believe any rumour, they will be manipulated very easy, do not know the direction they are going to.

In the Romanian companies, the managers play an important role in developing an organizational culture. Their traits may influence in a decisive manner the way they will understand to lead their subordinates and have a major impact on the organizational climate.

Comparing with the management of the multinational companies, the Romanian managers focus more on current problems then on obtaining long term performances. They try more to obtain results then to motivate their employees.

Some research studies identify as main weaknesses of the Romanian managers lack of employees' motivation, excessive control and low level of leadership. [7] They are also ambitious, competitive, and energetic. When stressed or tired, they may charismatic, glamorous, looking for other attention. In the same time they are not willing to delegate.

## V. CONCLUSIONS

The management culture and communication can have a strong influence on the organization's culture and climate.

In the same time, the existing organizational culture can influence the management system (management and communication style, attitudes, behaviours, etc.) if the managers have opened minds and want to adapt their communication strategy to the context. Starting from this, some important aspects may be highlighted.

An efficient management communication inside an organization contributes to a motivational organization's climate that leads to performance. In the same time, management communication plays a vital role in change implementation and reducing the uncertainty of the employees generated by change.

For increasing the efficiency and the impact of the management communication the communication barriers must be removed or at least diminished.

The existence of a communication strategy will lead to internal and external communication coherence and a maximization of the global communication impact. This

can contribute to an organizational image improvement and an increasing of its credibility.

Finally, in crisis situation the existence of communication plans may help the organization to overcome it.

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