

Study Regarding the Influence of Communication Barriers in Direct Connection to the Management Applied in Public Institutions

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Abstract— This paper presents a study of the effects of communication barriers within the institutional management. Practice has shown that the lack of communication or of understanding makes the various segments of the same social body live on different coordinates. The modern world, the knowledge society is based on the principles of communication. No organization would admit its internal or external lack of communication, now, when the era of computers and high technology is growing fast. No corporation would admit that communication is in fact such a personal element and it is an attribute of each member placed in the hierarchy of the organization. Even when noticing the lack of communication, the problems which it causes the organization, limited managers, managers who only seek to perform daily activities with no perspectives, will not take the measures which are imposed in these situations. The lack of communication entails dissatisfaction, conflicts, it impedes development and it leads to the decline of the company which lacks communication. In this study we will refer to the main barriers of communication we have identified in the academic organizational environment, barriers of communication which co-exist in the internal environment, in the communication with the external one, with the target public of the academic organization, elements of the relation which in most cases prevents the public institution from accomplishing its mission or to reach its objectives.

Index Terms — Communication, Management, Public Institutions, Strategy.

I. INTRODUCTION

The modern world, the knowledge society is based on the principles of communication.

No organization would admit its internal or external lack of communication, now, when the era of computers and high technology is growing fast.

No corporation would admit that communication is in fact such a personal element and it is an attribute of each member placed in the hierarchy of the organization.

All we do is communicate. But either because of the fear to discover unpleasant aspects or because we are in a hurry, we avoid to analyze the way in which we do it, the way in which we measure the quality of communication, how much the managerial communication matters in an organization and

Manuscript received January 03, 2010.

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how dominant informal communication is. [1]

Even when noticing the lack of communication, the problems which it causes the organization, limited managers, managers who only seek to perform daily activities with no perspectives, will not take the measures which are imposed in these situations.

The lack of communication entails dissatisfaction, conflicts, it impedes development and it leads to the decline of the company which lacks communication.

Communication doesn't only define the transmission of a piece of information.

To communicate means to be open to change and it reflects the attitude of giving sense to a certain reality. At the same time, communication is a mechanism, an aid.

Just as *the word* represents an instrument for thought, *communication* is a practical mechanism which serves organizations. [2]

Above the transmission of information inside and outside the organization, it needs to prepare the environment in which it will be transmitted.

The organization needs to prepare a strategy of „occupation” of the public space, taking into consideration the environment, the social reality and the expectations of the community it belongs to.

In a simplified version, institutional communication represents the speech of institutions (public, private, associative) about themselves.

Therefore, it doesn't represent the speech about the products or the services offered by the organization.

By looking from a complementary point of view, institutional communication refers to the nature of the institution, to its legitimacy, principles, mission, personality, objectives, actions or performance.

The field of institutional communication lies from the internal communication to the high level one, from the financial communication to the one about the image of the institution, of its managerial team or of its performance.

Institutional communication aims to present the set of activities of the organization and the way in which its identity and image are presented.

Institutional communication is part of the development policy of the institution.

We are referring to a global communication which can be complex and held under control if it rightly assumes the preoccupations of communicating with the exterior and the interior at the same time.

The diversity of public institutions and of the relationships

with the citizens calls for the need of necessity.

To communicate well means, above all, that the sender should know his role and he should communicate it to the public.

The importance of institutional communication resides in the fact that it bears the mission to emphasize the policy of the institution, which implies the permanent presentation of the strategy, structures and identity.

II. ETYMOLOGICAL ELEMENTS. COMMUNICATION AS A MECHANISM IN THE STRATEGY OF INSTITUTIONAL DEVELOPMENT

What is communication? This is a question which all the authors of the field literature have tried to answer.

The word „communication” comes from Latin; „communis” means „to agree”, „to connect with” or „to relate to”, although, during the ancient times, the term was used with the sense of „to tell the others”, „to share something with the others”.

Furthermore, communication was defined from a sociological point of view as „a fundamental means of people’s psychological and social interaction, through articulate language or other codes, with a view to transmit a piece of information, to obtain stability or some modifications of individual or group behaviour.”

The word „communication” is one of those generous notions with have a special extension: communication may be human, animal, vegetal or mechanical.

In the work entitled „Notions and Models of Communication”, a part of the volume called „An Introduction to the Written and Spoken Press”, put together by C. J. Bertrand, Remy Reiffel talks about communication, offering very broad senses to it: „the dancing of bees in front of the hive, the reaction of a barometre to atmospherical variations, the screams of a new-born baby in front of his mother et cetera are all cases which have to do with a process of communication. This necessarily implies, as we can see, a relationship between two entities. Generally, life only exists thanks to the changes established between the elements which constitute the body and the living organisms.

The large range of meanings of the term shows why we may use it in biology (the communication between cells), in neurology (the communication of the brain with other organs), in computer sciences (the communication between man and computer), but also in linguistics (the communication through speech), in sociology (the communication in a group or in a society) and in many other disciplines.”

Etymologically, communication is the action of „doing something in common”, „relating to” (from the latin *communicare*): it seems that the term appears for the first time in French in the 14th century, having a similar sense to *communion, sharing, participation*.

Consequently, no matter the sense under which we encounter it, communication is a complex phenomenon. Through a sensitive process of information, it ensures the connection between the sender and the receiver in order to make sure that the message is perceived and accepted in a certain way. No matter if we talk about public, private,

government or non-profit organizations, they have to be acknowledged from the point of view of the competition in their own field, for the receiver of the message to choose and to memorize correctly the information transmitted, through „the mechanism of selective perception”.

Communication in itself can be an art, even when it is realized on an institutional level.

Because, above rules, techniques and theories, the creative, inventive, artistic side of communication is recognized and valued.

As in the case of other types of communication, the important thing is the image of the organization one wants to create and impose.

Specialists in organizational theories have emphasized the fact that organizations, just like people, can’t function in isolation.

They perform their activity in an environment made up of numerous groups, many of which are strategic. [3]

Organizations develop a series of relations, whether on the inside, in what we may call „the family” of the employees, whether on the outside, with the community, administration, governments, consumers, investors and the media.

The specialists in organizational culture call these groups strategic partners. PR theoreticians call them stakeholders or publics. They can sustain or prevent the organization’s objectives.

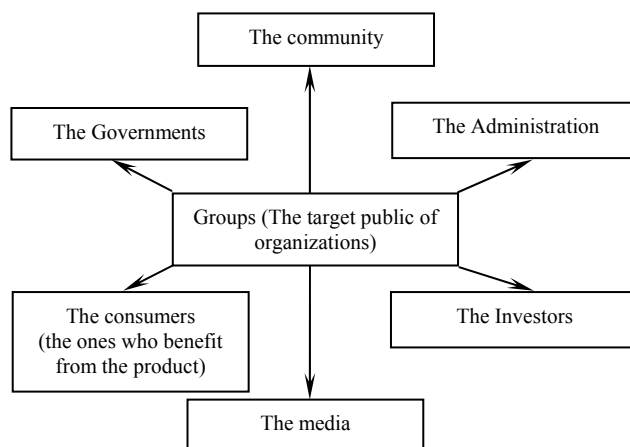


Fig 1. The target public of organizations

Furthermore, these categories of the public want for the organizations to follow the objectives that are important for them, but not necessarily to the organization – like, for example, offering jobs, manufacturing safe and quality products, increasing the interest for the environment or for the safety of communities.

These categories of the public have different interests towards the organization and thus try to influence its mission and objectives.

The organization of the process of communication is an attribution of the organizational manager, without whom the roles cannot be correctly distributed.

This system creates the conditions for the exchanges of information and the reaction to „external” stimula, which can determine reactions. **Information** – as an object of communication – entertains the interdependence of the managerial roles.

The elements of communication are: **the source, the message, the channel of communication, the receiver and the reaction.** [4]

The process of fundamenting the strategic plans of the organization is the basis of acquiring an omage though which the organization may reach success, „the code” of its winning the competitional market. The organizational image is a complex concept, made up of the defining elements of the organization, of its history, major accomplishments and financial stability, of the quality of the services it offers its clients, of its reputation in the field of human resources management, social responsibility, efforts to involve it in research and development projects, etc.

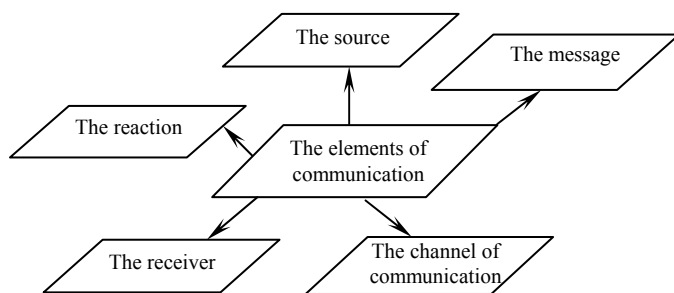


Fig. 2. The elements of the process of communication

The organizational image is essential in the relations with the press, but it is very important in the relation with the financiers (either investors or donors, members, international financial institutions et cetera).

III. THE INFLUENCE OF THE COMMUNICATION BARRIERS IN THE DEVELOPMENT OF THE STRATEGIES OF THE ORGANIZATION

The filters, noises and barriers represent the perturbations which may intrude in the process of communication. The perturbation of the message may be so intense, that between the transmitted and the received message there can be visible differences. In the process of communication, a „barrier” is anything that reduces the fidelity or the efficiency of the transmission of the message. [5] According to their characteristics, barriers may be classified into language barriers, environment barriers, barriers caused by the position of the sender and the receiver, conception barriers.

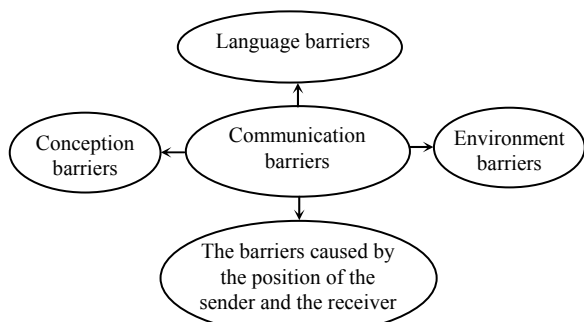


Fig. 3. The barriers of the process of communication

The language barriers have the following characteristics: the same words have different meanings for different persons; the speaker and the listener have different levels of preparation and experience; the emotional state of the receiver may deform what he hears; preconceived ideas and routine influence receptivity; there are expression difficulties; chaotic words or expressions are used.

The environment barriers are: the existence of an inadequate working climate (high phonic pollution)l the use of inadequate informational props.

The climate of the working place may make the employees hide their true thoughts because they are afraid to speak their minds.

The position of the sender and the receiver may also be a barrier of communication because of the image which the sender or the receiver has about himself and the interlocutor; because of the different portrayal made by the sender and the receiver of the situation of communication; because of the feelings and intentions with which the interlocutors participate in the act of communication.

A final category is made up of the conception barriers, which are: the existence of suppositions, the clumsy expression of the message by the sender; the lack of attention when receiving the message; quick conclusions about the message; the lack of interest of the receiver towards the message; the routine in the process of communication.

No matter their form, communication barriers are a real obstacle to institutional development.

It is difficult for managers to accomplish their mission by talking to audiences which don't understand the message of the organization they belong to.

The organizational climate is spoiled when the message of the institution transmitted from the highest level is distorted because of communication barriers between it and the structures involved in the application of the strategies of the enterprise.

We shall now present a few models of blocking the communication barriers.

Practical methods for eliminating language barriers: the clear formulation of messages by using an ordinary, lofty, clear language but in familiar terms to the receiver public. Technical, scientific terms are not to be used in a message conveyed to an auditorium that does not have the necessary qualification to understand it.

In the internal communication, in a conflictual situation we are not conveying ultimate messages to an auditorium that is in a conflict with the objectives of the organization or with certain measures dictated objectively by the administration.

In order to eliminate the environmental barriers, the informational means of transmitting the messages will be auditated and perfected continuously, rules and norms for the protection of information and for the creation of the safety of communication will be adopted.

The quality of communication, the accuracy of formulating the message will be assured by the managers' experience of building flexible teams, formed of compatible persons from the point of view of their experience and training on the one side and from the point of view of their aims and ideals on the other side.

The balanced competence of these teams represents means of eliminating the communication barriers determined by the position of the sender and of the receiver in communication.

The coherent message of the managerial team, with a view to eliminate the conception barriers, must be conveyed by determining inside the organization an experimented public relations team, which is aware of the specific psychological elements of the media, which is continuously transforming and always heading to a new type of information, a charismatic team, respected by the media and which should eliminate routine in the process of communication and permanently captivate the attention towards the objectives and the mission of the organization through the methods and the techniques of sending messages. [5]

IV. CONCLUSIONS

Starting from theoretical aspects, we think that periodic analysis of the health of communication in the institution” will have to be adopted between the directions stated in the operational plans of institutional development, as well as studies of the evolution of the relations developed by human resources inside and outside the organization, the approach of modern policies of human resources, the encouragement of leadership, the initiation of internal marketing studies.

Although they are of different kinds and constitute real issues in the communication process, barriers cannot be avoided, but there are a few aspects which need to be taken into consideration in order to eliminate them. [3]

Thus, for an efficient communication, its planification is imposed; the precise determination of the purpose of each piece of communication; the choice of the right moment for the communication; the clarification of ideas before the communication; the use of adequate language.

In the future studies, new directions of research should be employs, in the sense of perfecting communication on the level of the organization, in order to find the best solutions, based on innovative knowledge and ideas. [2]

We think that quality communication is an efficient lever used to continuously improve the products and services offered by the organization, for the continuous improvement of the processes performed in the institution, for the identification of the requirements if the student-client.

The visionary manager has a major role in this process, as well as the team he chooses for the accomplishment of the objectives and the way in which the leader of the institution creates the liaison called „communication” within the organization. [5]

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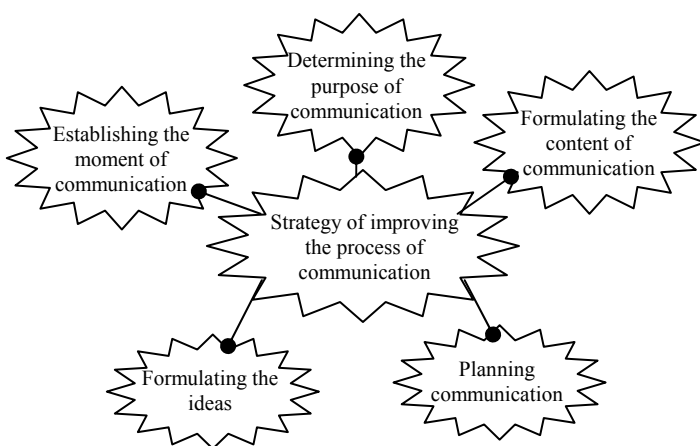


Fig. 4. Strategy of improving the process of communication