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The relationship between the climate of organizations and the type of communication in a public institution

Mihaela Luminița Sandu¹, Tănase Tasențe², Georgiana Mădălina Stafie³

¹Ovidius University of Constanta, Faculty of Psychology and Educational Sciences,

²Ovidius University of Constanta, Faculty of Law and Administrative Sciences,

³Independent Researcher

mihaela.sandu@365.univ-ovidius.ro¹, tanase.tasente@365.univ-ovidius.ro²,
stafieg@yahoo.com³

Abstract. The organizational climate is a multi-dimensional construction that comprises a variety of work environment assessments. These assessments may refer to the dimensions of the environment, such as roles within the institution, load orientation and most often communication. The overall perceptions of the organizational climate develop as individuals attribute meaning to their organizational context based on the significance of the balance of work environment and individual values. The organizational climate fully in line with the type of effective communication dominates the public institutions in Romania, contributing to administrative efficiency.

Keywords. relationship, organizational climate, communication, public institution

1. Climate and organizational culture in public institutions.

In Romanian literature, “the public administration, in the sense of organization, designates a set of organs that carry out a specific activity, and in the sense of activity, it designates the activity by which the law is executed or public services are provided, within the limits of the law” (Vedinas, V., 2012, Apud Petrescu, R. N. 2004, pp. 19-21).

The terms of culture and climate are often confused or used interchangeably. Both terms are attempts to describe the employee's work environment. However, they represent attempts from different approaches and histories. Addressing organizational climate definition requires a careful distinction between culture and climate, which is undertaken subsequently. But first of all, we need to explain the significance of understanding organizational climate formation and the usefulness of making distinctions between culture and the climate.

Tagiuri and Litwin define the climate as follows: "The organizational climate is a quality of an organization's internal environment, which is experienced by its members, it influences their behavior, and can be described in terms of the values of a particular set of characteristics (or attributes) of the organization" (Tagiuri R., Litwin, G. H. 1968)

G. Pritchard and A.J. Karasick (water, L.R. James and P. Jones, 1974) considers the organizational climate as “the relatively stable quality in time of an organization’s internal environment”, resulting from the behavior and policies of the organization’s members

(especially senior staff), serving as a basis for guiding organizational activities and decisions in interpreting context. (James, L. The test is based on the following information P. 1974)

The organizational climate shows the attitudinal aspect, beliefs, opinions and primarily the mood of the employees, in a certain time. Thus, when we assess the level of involvement, the commitment to the institution, but also the satisfaction in the work, we refer not to the organizational culture but to the organizational climate.

The difference between the two concepts – climate and organizational culture – is reflected by their degree of persistence and stability.

An important element is also organizational culture, which has a direct influence on the resulting financial resources of an organization/institution. Thus, the definition is as follows:

Organizational culture is the set of values and traditions, as well as procedures, concepts and behaviors that create the context of activity within entities.

The notion of organizational culture has reemerged as a means of understanding the basic meaning and character of institutional life. Similarly, the importance and eyes of organizations as institutions other than rational structures have been stressed. The institutions, according to foreign researchers in the field, are "infused with value beyond technical requirements". The valuable injection produces a distinctive identity of the organization that colors all aspects of organizational life and provides a well-functioning social integration beyond coordination and formal command. This distinctive character links the individual to the organization and generates in its members a sense of commitment to the organization.

The notion of organizational culture has emerged from an anthropological approach that sought to examine what was unique for each organization against the evolution of its history. Consequently, "the culture of a particular organization is represented by descriptions in terms of myths, symbols and stories" (Harrison M. Trice, Janice M. Bayer, 1993)

Univ. Prof. dr. Mihaela Rus thus notices about the existence of culture in Romanian institutions: "Although the organizational culture as a concept is very little known in Romanian organizations, in general, and almost unknown in the public sector, especially, elements of the organizational culture can be found in various public institutions through special investigations. Beyond what Romanian public managers, politicians and civilians believe about culture in general, and about the organizational culture in particular, they have a major importance in their influence on the management of the public institution, on the management style, on the management concept, on the behavior of the civil servants, attitude toward the organization and the citizen's customer". (Rus, M., Rusu D.O., 2014. p. 556)

2. Communication in the public institution.

Hundreds of explicit and implicit definitions of communication have been published in related communications and literature for use by researchers and practitioners trying to describe, predict and understand communication phenomena, so the concept of communication is viewed from a variety of perspective:

a. **Psychologically** – as Norbert Sillamy says in the Psychology Dictionary, Larousse, Bucharest, 1996 "Communication is first of all a perception. It shall involve the transmission, whether intentional or not, of information intended to clarify or influence an individual or group of recipient individuals.";

b. **Sociological** - (mass) communication is regarded as "a set of ways - transmission networks, individual and autonomous equipment - which allows a large and wide range of messages to be made available to the public" (Sillamy, N., 1996).

Effective communication practices are at the heart of a successful achievement. It is vital for an organization's ability to be productive and work smoothly. In fact, communication does not only involve words, but combines a set of skills including non-verbal, listening, the ability to communicate and the ability to recognize and understand their own emotions and those of the person with whom the communication is made.

According to Goutam (Goutam, A. A., 2013) effective communication can be defined as relevant information in a style and form that can be clearly understood by the appropriate person. The ability to communicate effectively with others is an ability with an important feature. It is only through communication that individuals come to some understanding, learn to like each other, build trust and discover them and how people are perceived. Therefore, people who communicate effectively, know how to interact flexibly, skillfully and responsibly.

Research objectives

Establishing the communication styles of civil servants and contractual persons and the organizational climate in the Brăila City Council;

Highlighting the links between sociability and administrative efficiency;

Identification of the importance of the relationship between task orientation and the commitment to innovation by employees;

Remark the degree of adaptability of the people within the municipality of Brăila regarding the professional requirements and training.

Research assumptions

The communication styles of civil servants, contractual persons and students in practice are presumed to have a major impact on the organizational climate.

With reference to administrative efficiency, we believe that sociability and cordiability play a particularly important role;

It is presumed that there is a correlation between the availability of public institution employees to innovation when management and communication strategy is directed to the performance of the service tasks.

It is presumed that within the institution, the main interrelated shortcomings of the employees are: receptiveness to new ideas and creativity from the superiors.

Research tools

The method of research used is the questionnaire survey. The questionnaire was built in order to highlight the following dimensions: clarity and level of objectives, administrative efficiency, sociability, group membership, role structure, involvement, task orientation and the drive toward innovation.

Participants in the study

The research was carried out on a sample of 50 subjects, civil servants,

Contractual persons and students in the practice of a town hall. Of the investigated, 71,43% are women and 28,57% are men. From an age structure perspective, 85,71% of respondents are between 18 and 30 years old, with their specific character being the desire to take risks but also the enthusiasm rewarded with the possibility of professional development. 9,52% - 31-40 years old and 4,76% have an age between 41 and 50 years old, age of maturity.

Analysis and processing of data

Asked to evaluate the statement “I know and I understand the objectives of the institution I work in”, 80,95% **agree** and **are totally in agreement**, and thus a trained staff is qualified to meet the work tasks assigned to them by the job description in order to meet the proposed objectives. At the same time, 14,29% of respondents are **in partial agreement**, and an insignificant percentage due to the fact that at the time of the questioning there were practitioners – 4,76% **disagree** and **completely disagree** about the claim.

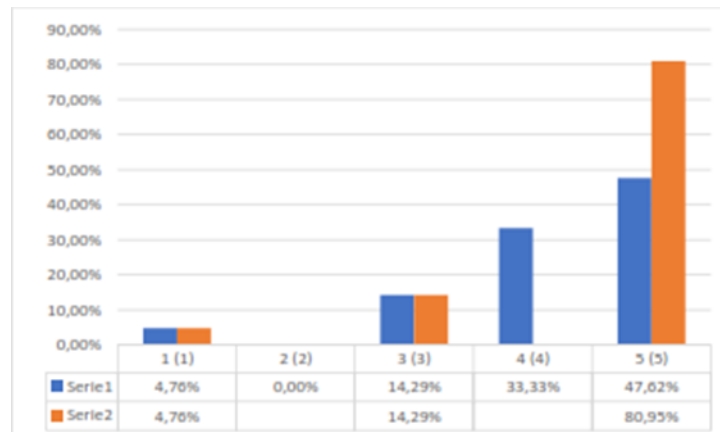


Figure 1 - Item no. 1: I know and I understand the objectives of the institution I work in.

As for the statement "Work is well organized in this institution", a significant percentage of respondents (76,19%) are **totally in agreement** and **agree** with the pits, 14,29% responding that they are **in partial agreement** and 9,52% mentioned they are **in complete disagreement** with the above statement. The visible paradox between the opposing poles stipulates that the organization in the institution can differ from one department to another.

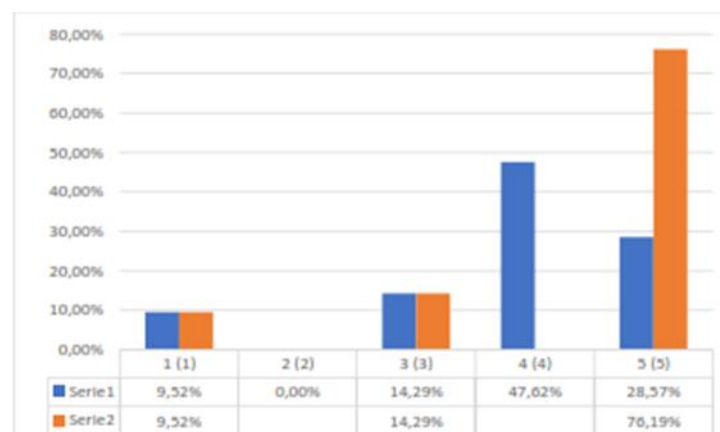


Figure 2 - Item no. 2: Work is well organized in this institution.

Assessment of data on the statement” The bosses are in communication with me and receptive to new ideas” are as follows: **in agreement** and **in totally agreement**, 66,67% replied, 19,05% considered that they were **in partial agreement**, and 14,29% of the respondents were **in total disagreement** and **disagreement** with the number three item. Receptiveness to ideas seems to be a little more positive in this institution.

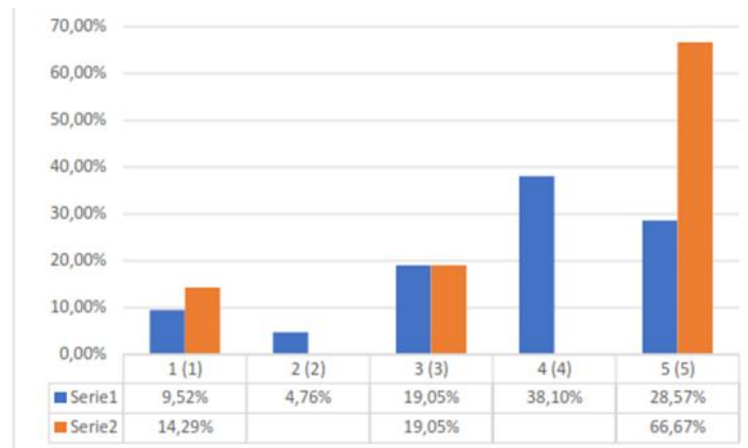


Figure 3 - Item no. 3: The bosses are in communication with me and receptive to new ideas.

Professional development means, first and foremost, personal development and then the opportunity for success in the career. The sustainability of this fact by the organization demonstrates to employees the importance of a human resource. According to item number 4: “I am encouraged to specialize, develop my skills, my personal potential” the professional development of employees is supported because 76,19% responded with **in agreement** and **in total agreement**, 9,52 **partially agree** with this statement and the 14,29% is representative of those who feel that they are not stimulated to progress in their careers.

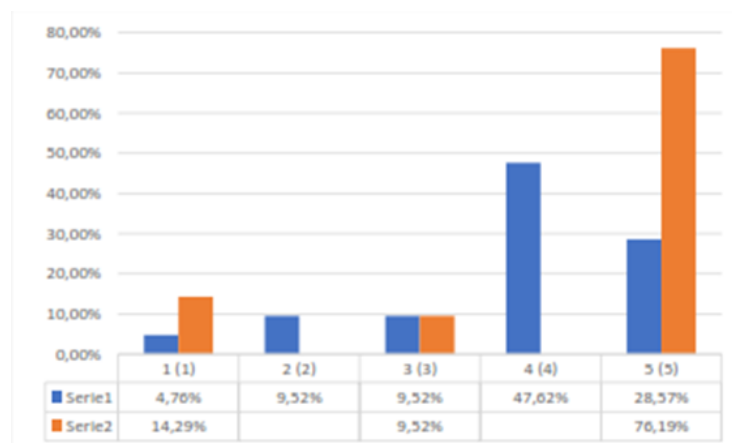


Figure 4 - Item no. 4: I am encouraged to specialize, develop my skills, my personal potential.

Administrative efficiency is addressed and linked from the perspective of the following statement “My boss has many useful ideas for both my work and the work of the entire team”, thus there are some shortcomings with regard to creativity and innovation by the boss. According to the chart, the percentages are as follows: **in total agreement** and **in agreement** 61,90% of the respondents replied, 19,05% is the percentage corresponding to the **partial agreement** qualifier, and **in total disagreement** 19,05% are still the respondents.

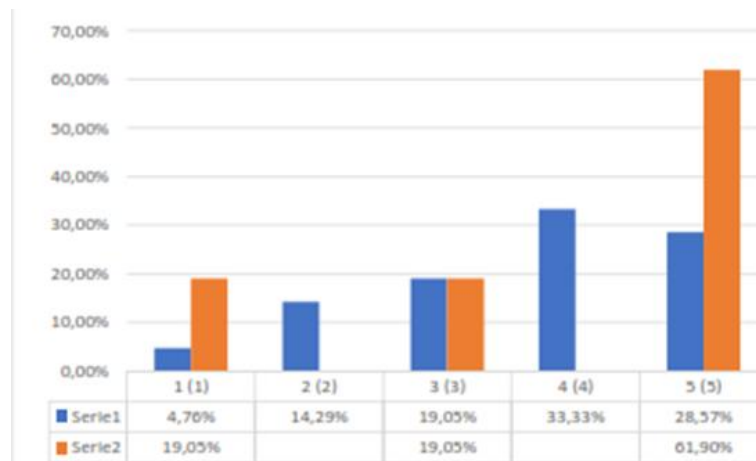


Figure 5 - Item no. 5: My boss has many useful ideas for both my work and the work of the entire team.

The current socio-economic reality does not seem to be an insurmountable barrier among the staff of the City Hall of Brăila. This fact is highlighted by the significant 76,19% who replied that they were **in full agreement** and **in agreement** with the statement. 19,05% of respondents are **in partial agreement** and 4,76% believe that the work procedures and strategies implemented do not comply with national socio-economic reality.

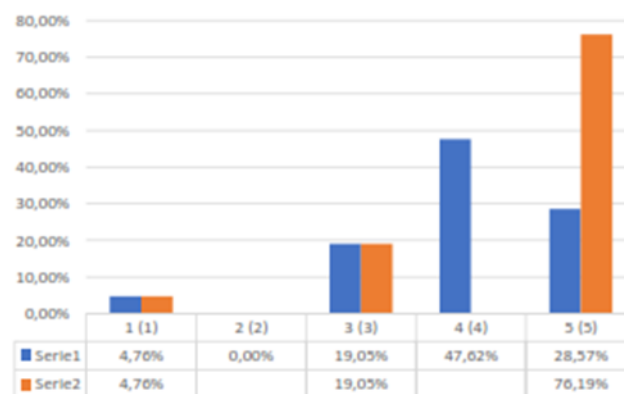


Figure 6 – Item no. 6: The institution is constant in the application of working procedures and strategies and is adapting well to the current socio-economic reality.

Achieving the objectives consistently by employees and superiors is a notifiable attribute within the Brăilene institution supported by the following chart. 71,43% say that they **agree** and **fully agree** with the seven statement (7), the percentage of **partially agree** responses is 23,81% and 4,76% of respondents consider themselves in **totally disagreement** with the statement.

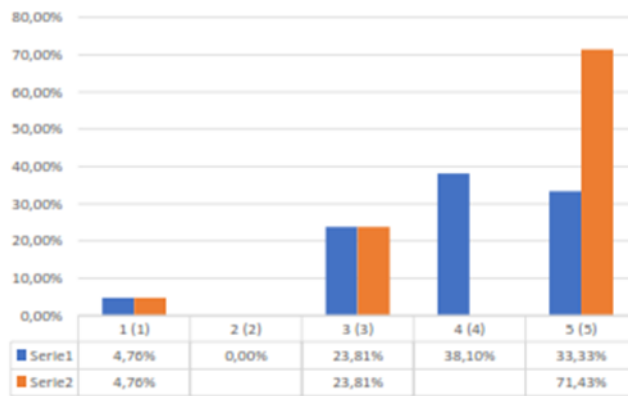


Figure 7 – Item no. 7: We are constantly meeting our objectives.

Professional communication between the institution's employees is well developed, indicating commitment and devotion to the provision of high-quality services to meet the general needs of citizens, as evidenced by the 90,48% suggestive percentage, with the respondents **fully in line** and **in agree** with the statement of item number 8. The percentage of **in partial agreement** and **total disagreement** is 4,76%, of those who prefer solitude rather than team work.

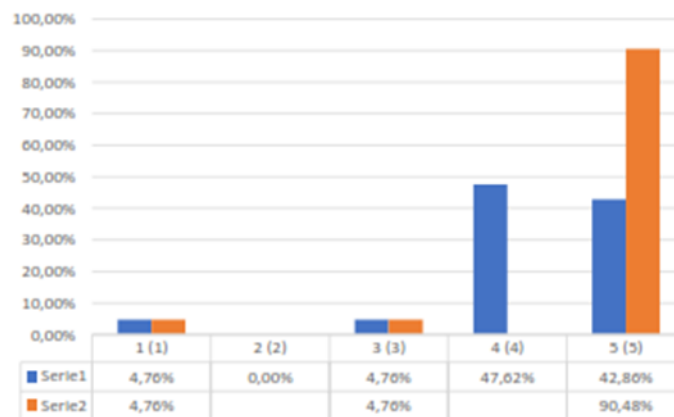


Figure 8 – Item no. 8: Professional issues can be easily discussed with colleagues.

The co-ordinates of the organizational climate are identified in terms of the accumulation of the necessary information and resources of the staff, thus resulting in qualitative and quantitative activities. However, a summation far above the required can be concluded with the overloading of information that ends up being ignored. The distribution of the data is as follows: 85,71% in **agree** and **in totally agreement**, 9,52% in **partial agreement** and 4,76% noted that they were in **totally disagreement** with the statement below.

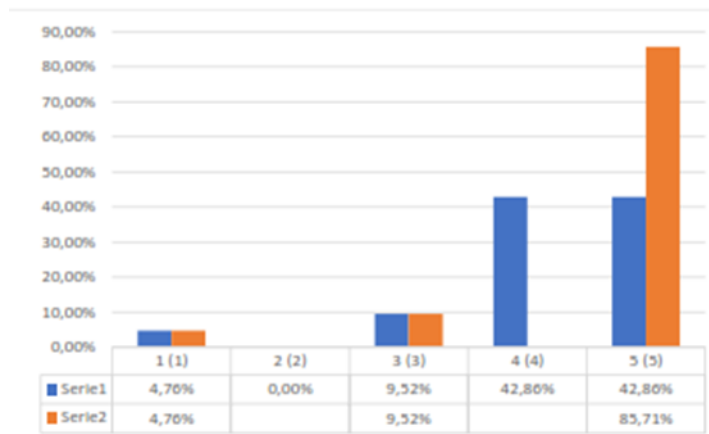


Figure 9 – Item no. 9: I have all the information and resources I need to do a good job.

The efficiency and utility of the management approach of the hierarchical superiors influences the working environment of the members of the organization, thus producing a safety “infusion”. We can remark that confidence in leadership is high in this institution, in percentage of 80,95%, noting **in agreement** and **in full agreement**. 14,29% of the investigators noted with **partial agreement** and 4,76% **completely disagree** with the chosen method.

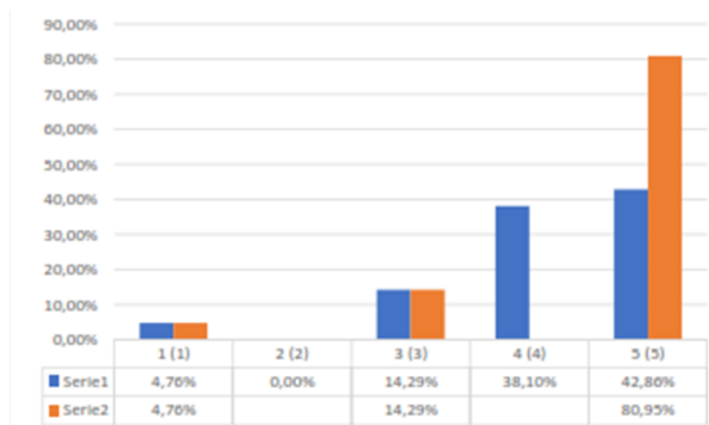


Figure 10 – Item no. 10: The way of managing adopted by the direct boss is useful and efficient.

The process of managing administrative work is in accordance with the stimulation of the employees who have the effect of achieving notable results for the City Hall of Brăila. According to the data analysis 71,43% of respondents checked in **agreement** and **in full line** with the statement below, 23,81% consider themselves **in partial agreement** and only 4,76% fail to achieve good results or are not rewarded for the work carried out, giving the rating **in total disagreement**.

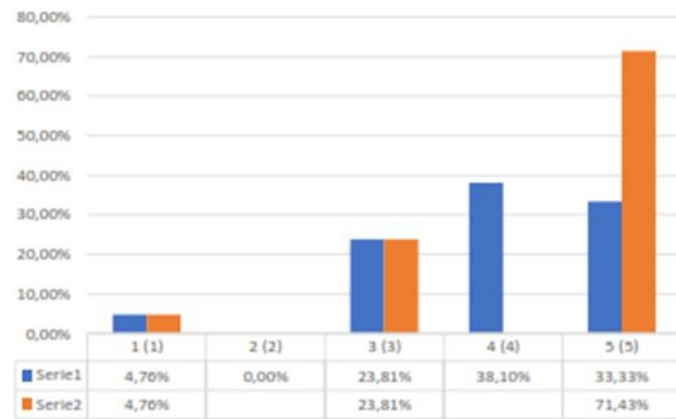


Figure 11 – Item no. 11: We manage to achieve good results because employees are motivated/stimulated to do so.

Most of the respondents, 85,71% - **in agreement** and **in total agreement** - consider that the organizational set within the municipality of Brăila is precise, relying on the flexibility of the way tasks are divided. 9,52% **agree partially** with the item number twelve (12), and **in total disagreement** 4,76% of people do not consider the following statement to be part of the organizational culture.

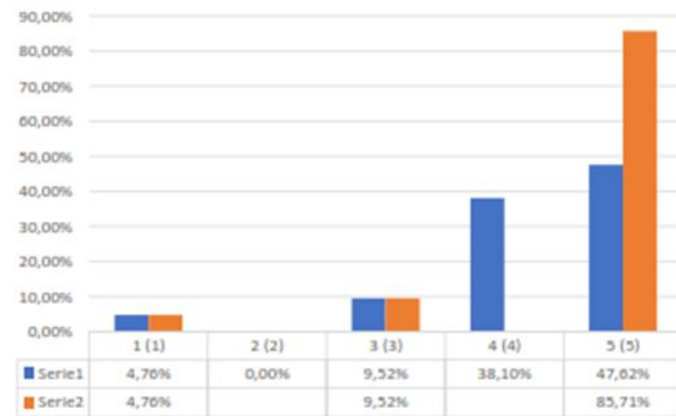


Figure 12 – Item no. 12: The way tasks are divided is flexible and clear /accurate.

The effective networking of members of a collective, based on communication and sociability, gives the institution the best approach to maximising the satisfaction of its citizens-clients.

According to item number 13 on relations with other members of the collective, 85,71% of respondents qualified "**in agreement**" and "**in total agreement**", 9,52% partially agree with this statement and only 4,76% of staff find themselves **in total disagreement**.

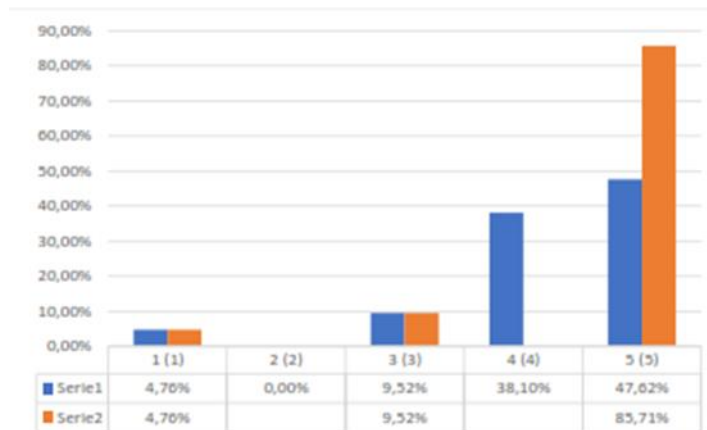


Figure 13 – Item no. 13: Relations with the other members of the collective are good.

The institution's target is to promote existing employees in a professional way, in order to maximize administrative efficiency. Increasing the professional grade or promoting in a higher public office also brings new performance and aspirations for work within the administration. The graph supports the above, as follows: 85,71% of respondents are **in agreement** and **full agreement**, 9,52% replied that they were **in partial agreement**, and 4,76% - **in total disagreement** may be due to the practitioners at the time of the question.

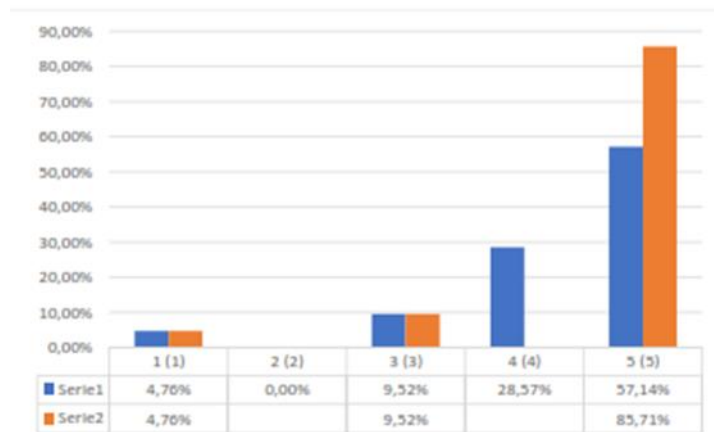


Figure 14 – Item no. 14: There are opportunities for promotion in this institution and getting new responsibilities.

The superiors and managers of the City Hall of Brăila in order to reach the qualitative share of services choose as a way the work done succinctly according to plans. Realistic planning is an asset in the institution notified by the mapping representations that: 76,19% of employees **agree** and **totally agree** that work is done on plans, 19,05% say they are **partially in agreement** and a small 4,76% disapprove of this by giving the rating "**in total disagreement**".

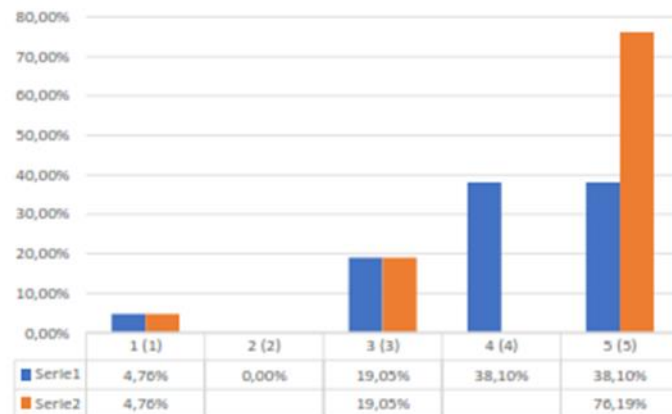


Figure 15 – Item no. 15: In this institution we are working according to realistic plans or plans.

According to item number sixteen (16), the responsibility of superiors for the performance of duties regarding the supervision of employees is thus noticeable, thus implying efficiency in the activities performed by staff. The graph shows the following analysis: 80,95% noted that they were in agreement and in total agreement, 14,29% were found in the partial agreement and 4,76% answered with the qualifier in total disagreement.

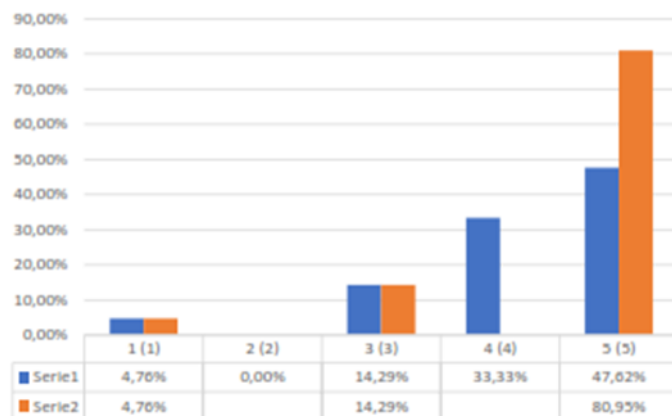


Figure 16 – Item no. 16: Performance, the efficiency of each employee's work is continuously verified by the boss.

Conclusion

In addition to the general mission of the public administration to serve the public for the purpose of making its interests more efficient, its principles also refer to the proper functioning of the public bodies. The development and management of the optimal organizational climate and communication process within a public institution represents abilities to materialize the main role, reflected in the variety of services provided to citizens with a direct influence on the resulting financial resources.

A first conclusion following the theoretical aspects, is to locate the optimal organizational climate in the socio-psychological sphere of the communities and subsystems that subsequently make up a whole, which provide the institution's performance. It reflects the values and attitudes of the prevailing rules of the culture of the organization, serving as a basis

for interpreting the existing situation within the organization for creating the favorable internal environment acts as a source of influence on the modeling of human behavior.

With regard to the communication phenomenon, it is vital for an organization's ability to be productive and operate smoothly. In fact, communication does not only involve words, but combines a set of skills including non-verbal, listening, the ability to communicate and the ability to recognize and understand their own emotions and those of the person with whom the communication is made. Existing types and specificities of communication effectively contribute to job performance and increase the satisfaction of how employees are informed.

Following these, an attempt is made to start, at organization level, some rebalancing in order to eliminate blockages and obstacles that intervene in the achievement of a successful communication, which have as repercussion the non-fulfillment of the duties in order to satisfy at an optimal level all the general interests.

There is a symbiotic relationship between communication and the organizational climate in that the communication process influences the climate and vice versa. The perception of a positive community sense within an organization also contributes to a positive organizational culture.

In the present experimental study we examined the effects of the general organizational climate and the status of the existing communication between the members of the organization and with the superiors, within the *City Hall of Brăila*. The study was carried out with the help of a questionnaire survey, referring to the contribution of the main dimensions and principles of the organizational climate and the communication process within the institution. We have identified necessary interventions at the level of the institution or interventions that involve actions to re-analyze the organizational climate. Systematization and examination of employees' views on the different aspects of organizational life led me to identify a fluctuating number of factors used in the organizational climate analysis: clarity and level of objectives, administrative efficiency, sociability, group membership, role structure, involvement, task orientation and readiness for innovation.

Thus, the conclusions reached from the implementation of the questionnaire within the institution take into account the clarity, level of objectives and administrative efficiency as the pillars of good organization, a relatively sustainable feature of an entity's internal environment. Sociability, group affiliation and structure of roles are skills linked to the communication process being a component and sustainable of the organizational climate, developing social integration that works well beyond formal coordination and command. At the same time, involvement, task orientation and the willingness to innovate, refer directly to existing staff, as the most valuable resource for the administration, meaning that tend to improve the ways of working and service arrangements.

Together, these factors make a major contribution to the existence and approach of an organizational climate defined by common perceptions of human behavior.

I wish that through this work I have addressed, both the exposure and justification of the key aspects of the chosen theme and the importance of the organizational and communication phenomenon within a public institution.

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