

**ORGANIZATIONAL COMMUNICATION BETWEEN CHALLENGE AND
ADAPTABILITY**

PhD thesis – Summary

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autor REBECCA IOANA CHINCEA
Scientific leader Prof.univ.dr.ing.ec.habil MATEI TĂMĂȘILĂ
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1. INTRODUCTION. MOTIVATION AND IMPORTANCE OF THE RESEARCH TOPIC

The current study falls within the field of organizational communication management in a holistic, exhaustive and detailed manner. The main theme of the doctoral thesis is “organizational communication between adaptability and challenge”, outlining both the need for constant improvement of the organizational communicational process and the many weathering that can occur during the communicational act.

The research topic was chosen for several reasons, including: The actuality of the theme, the constant need for improvement of the organizational communication process, the indispensable communication in the business field and the continuous development of communication technologies.

Organizational communication is an important topic in the research concerns and is the subject of numerous studies, especially in a post-covid era where the internal communication of organizations is undergoing numerous changes, with the increasing use of mediated communication being observed. Thus, organizational communication becomes predominantly a communication in the virtual environment, bringing many advantages both economically and socially. However, organizational communication has been translated into the virtual environment at a rapid pace by companies in a case of force majeure (COVID-19 pandemic) to ensure continuity of work and to mitigate as far as possible financial risks and the flow of human resources.

Communication is also an ongoing process that needs to be adapted to the new technologies that companies use and to the needs of employees to ensure the fulfillment of the company’s mission and vision, but also to shape a strong organizational culture and an organizational climate suitable for the personal and professional development of employees. The role of organizational communication is to contribute to the smooth running of a company because the communication process is ubiquitous, irreversible in most cases. Moreover, organizational communication is a process that can provide motivation, performance and loyalty to employees if its characteristics meet the needs of employees and are suitable for organizational culture.

Virtual communication was used by companies even before the 2020 pandemic crisis, however its predominant use is a consequence of the COVID-19 pandemic by imposing social distancing measures globally. Thus, the business environment adapted to the mediated communication in a short time, without being fully prepared. After the pandemic crisis, businesses, especially corporations, have gradually abandoned the classic way of working (from the corporate headquarters) in favor of the global hybrid way of working.

Thus, we are witnessing the adaptation process of organizations in the field of organizational communication in an era characterized by digitalization. *The main objective of the doctoral thesis is to design a theoretical model of organizational communication that can be applied in any corporation, depending on its organizational culture. The following operational objectives (OOP) have been established to achieve the research goal:*

1. Description of the context and theoretical foundations (OOP1)
2. Identifying barriers to corporate communication (OOP2)
3. Analysis of employee preferences in corporations about workplace Communication (OOP3)
4. Analysis of the needs of corporate employees in relation to organizational Communication (OOP4)

5. Determining the characteristics of virtual organizational communication important for corporate employees (OOP5)
6. Development of a graphical model of organizational communication (OOP6)
7. Testing the theoretical model using the Eye Tracker (OOP7).

In order to be able to meet the proposed operational objectives, the following research questions have been proposed:

1. How can the corporate communication process be improved?
2. What are the key elements that underpin the development of an innovative organizational communication process?
3. Can corporate communication be improved?

The purpose, operational objectives and research questions are comprehensively addressed in the chapters of the doctoral thesis whose structure is presented in Figure 1.1.

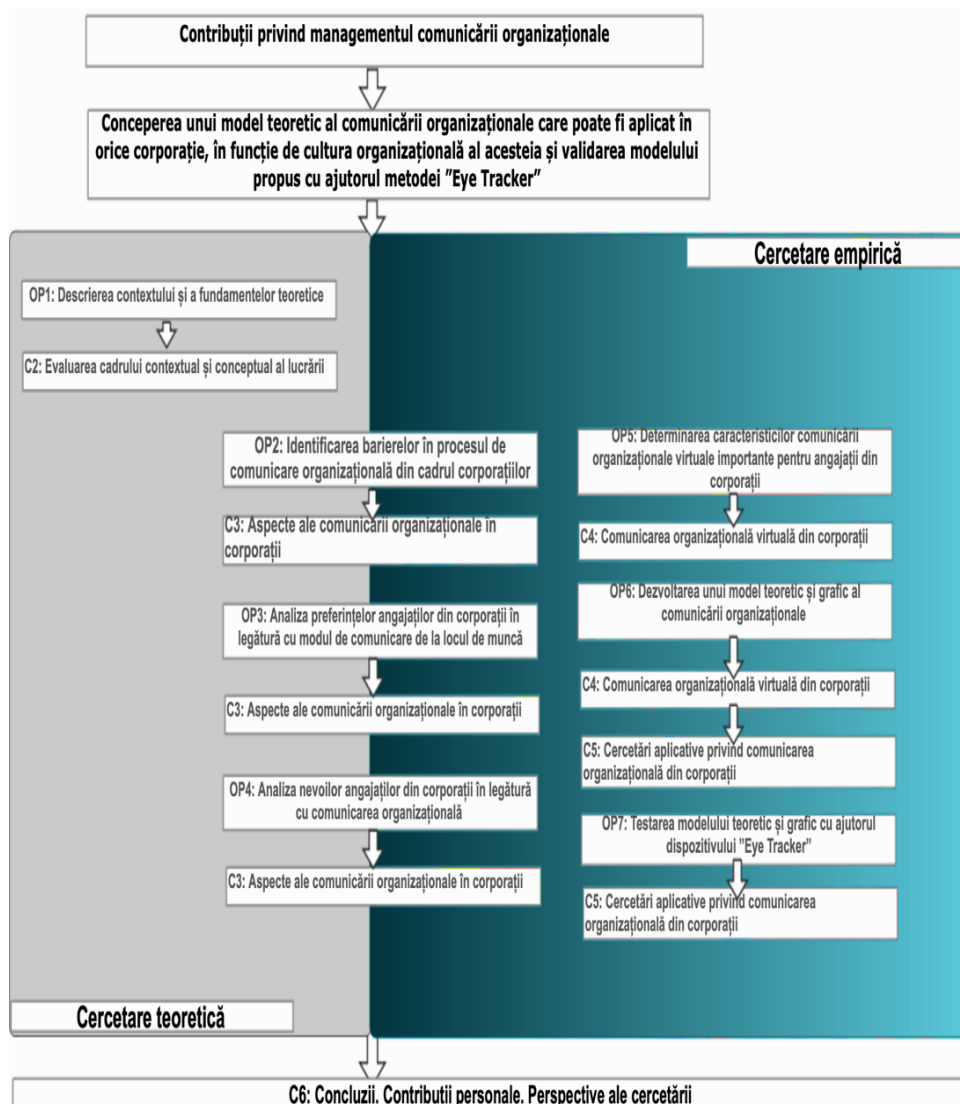


Fig. 1.1 structure of the doctoral thesis

Thus, organizational communication has a major interest in the field of corporations because it underpins their development and adaptability. It is imperative to study organizational communication to ensure its adaptability.

2. EVALUATION OF THE CONTEXTUAL AND CONCEPTUAL FRAMEWORK OF THE WORK

Chapter 2 aims to achieve the operational objective **Description of the theoretical context and foundations (OOP1)**.

Chapter 2 presents the fundamental concepts underlying the current study, but also the trajectory of organizational communication over the last 5 years. The fundamental concepts in this study are: Organizational communication, employee needs, hybrid mode of work and organizational communication platform. In addition to these fundamental concepts, Table 2.1 presents the adjacent concepts of the current study.

Table 2.1 adjacent theoretical concepts

Concept	Definition	Autor
Mission of the organization	It outlines the purpose of the organization and refers to what the organization wants to do today	[1]
Vision of the organization	It represents the aspirations of the organization and what the organization aims for the future	[1]
Objectives of the organization	It represents the short and medium term goals that must be met to meet the company's long-term goals	[1]
Organizational culture	The set of values, beliefs, rules, and procedures that influence the behavior of employees in an organization	[1]
The organizational climate	It represents the general atmosphere of the workplace through the lens of collective perception	[1]
Organizational identity	It is the way the organization presents itself in society	[1]
Productivity in the workplace	The added value that each employee brings to a global business	[1]
Performance at work	Assess how an employee performs your duties and tasks at work	[1]

Organizational communication is the process of interpersonal communication, encountered in the field of organizations through which information is exchanged between different levels of management [2]. Although the process of organizational communication is standard [3], it may differ depending on the culture and environment of the organization, but also the social context in which the company is located. Some authors [4] argue that one of the main problems of the corporate communication process is the reluctance of organizations to the very process of communication, with some dangerous assumptions misleading the organization, its representatives believing that the communication process is natural, and that the

communication process is not the same. without the need for too many adjustments. Moreover, the problem of communication without bottlenecks with the highest accuracy made the part of the concerns of researchers Shannon and Weaver that presents the process of communication from a technical point of view [fig.2.1] thus, organizational communication is a mechanism that answers the question, “How can a message transmitted be received with a minimum of distortions and errors?” [5].

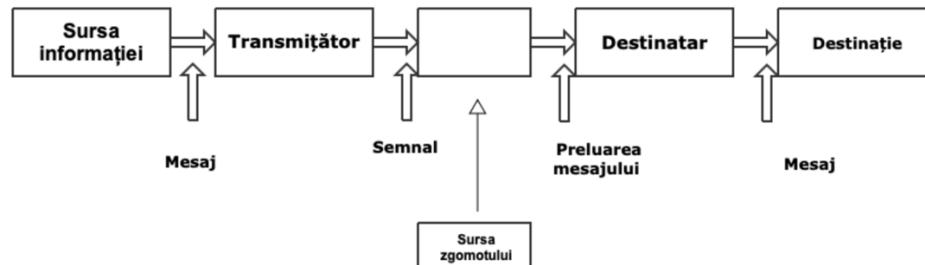


Fig. 2.1 organizational communication regarded as a mechanical system, adapted from Shannon and Weaver

According to Figure 2.1, organizational communication is a process by which information is sent to its destination, and during the transmission of the message a "noise source" may appear, representing any interference of the message that travels along the channel [5].

Thus, the present paper aims to create a theoretical model of organizational communication that would eliminate the source of noise from the organizational communication process or limit this source in a hybrid way of working.

The hybrid mode of work is one of the biggest changes in organizational communication since the COVID-19 pandemic crisis [6]. The hybrid mode of work is characterized by elements of the traditional way of working, but also by elements of the work from home [7]. Also, hybrid-specific organizational communication is achieved through the organization’s internal communication platform, which is an internet-based tool for information exchange, employee interaction and effective collaboration between employees without despite their different locations [8].

Moreover, although organizational communication mediated by an internal communication platform existed even after the pandemic crisis, but its use took place more in isolated cases than in the post-pandemic period when the internal organizational communication platform is used in most cases [9].

- Thus, following the bibliographic analysis, the following guidelines are outlined: The process of organizational communication is interconnected with other independent concepts that make up the organizational environment such as: Mission, vision, organizational culture, organizational climate, organizational identity, organizational identity, organizational identity, organizational identity, organizational identity, organizational identity, organizational identity and organizational identity. performance at work
- The connection of concepts is proved by an exhaustive analysis which represents the undersigned’s own work
- The communication model proposed by Shannon and Weaver is a pillar of the current work aimed at identifying the main sources of noise of organizational communication and counteracting them

- The hybrid work system is most often used by organizations at the moment, so the model proposed in this paper has a specific context: That of the hybrid work system
- The hybrid work system contains elements from both the traditional way of working and elements specific to the work from home
- The space-time index is a key element in determining the application of different work systems
- The hybrid mode of work is a consequence of the pandemic crisis that emerged in early 2020

3. ASPECTS OF ORGANIZATIONAL COMMUNICATION IN CORPORATIONS

The research presented in this chapter contributes to the achievement of **the operational objectives: Identifying barriers in the corporate communication process (OOP2), analyzing the preferences of corporate employees in relation to the way of communication from work (OOP3), analyzing the needs of corporate employees in relation to organizational communication (OOP4).**

In this chapter, the research presents the empirical research undertaken to determine: The ergonomic elements of organizational communication, the main barriers to organizational communication in corporations, the theoretical model of employee motivation in corporations, and the theoretical model of retention of employees in corporations.

According to the theoretical analysis undertaken the ergonomic elements of organizational communication are: concomitant, neutral, mixed and differentiated, however, empirical analysis carried out using the Cronbach's Alpha quantitative research method according to Table 3.1 shows that the communication process in order to be ergonomic must have several characteristics to guarantee the ergonomics of the communication process. According to Table 3.1, the average of the Alpha coefficient is 0.60, and to be valid the characteristics must have an average value of more than 0.70.

Table 3.1 Alpha coefficient of ergonomic characteristics

	A1	A2	A3	A4	Total
Internal consistency	0.9	0.87	0.70	0.81	4.37
Alpha coefficient					0.60

In order to create a model of organizational communication that also meets the features of cognitive ergonomics, the barriers of organizational communication must be identified. Thus, with the help of the qualitative research method grounded Theory, we have conducted an empirical analysis that identifies the main communication barriers in corporations. Thus, according to figure 3.1, the main barriers to the organizational communication process are: Too much information, inactive listening, formalism, bureaucracy, personal affinities and organizational culture. Both formalism and personal affinities are a novelty in terms of organizational communication barriers in corporations. Moreover, each of these barriers represents a group that consists of other subgroups according to the grounded method [10].

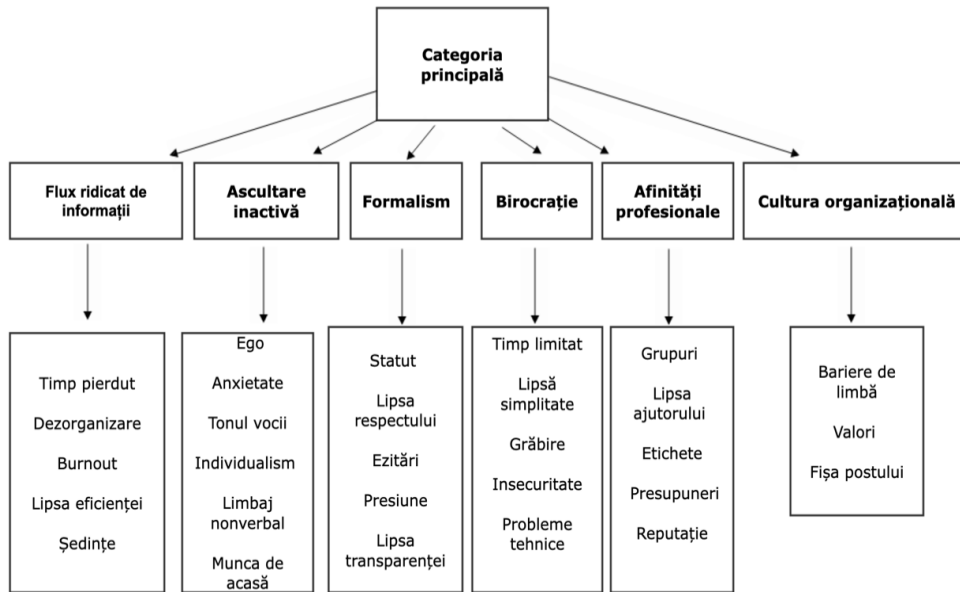


Figure 3.1: Barriers to organizational Communication

In addition to identifying the barriers to organizational communication, two theoretical and graphically represented models were established in this chapter for both motivating employees and for their retention. Thus, figure 3.2 shows the role of organizational communication in the process of motivating and retaining employees in corporations. According to Figure 3.2, organizational communication is designed to meet the psychological needs of employees by including them in the management process of organizational communication.

Fig. 3.2 the role of organizational communication – including the psychological needs of employees

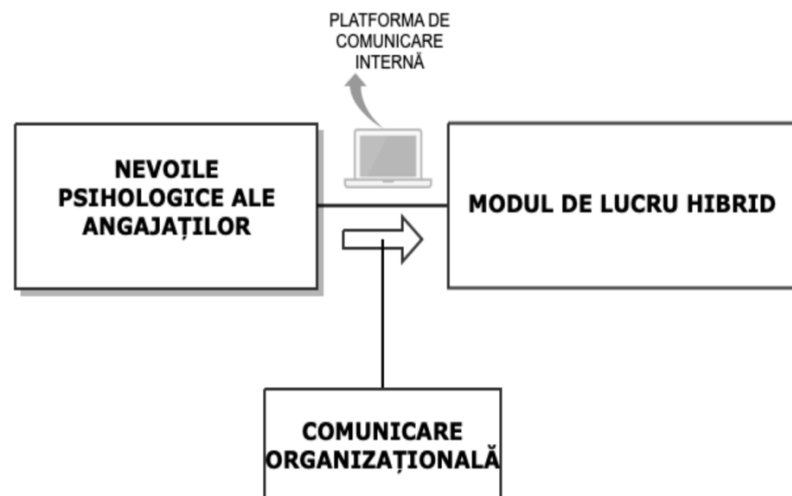


Fig. 3.2 the role of organizational communication – including the psychological needs of employees

Thus, the novelty element presented in chapter 3 of the doctoral thesis is represented by ensuring the fulfillment of psychological needs both in the process of motivating employees and in the process of their retention through organizational communication.

4. VIRTUAL ORGANIZATIONAL COMMUNICATION IN CORPORATIONS

The analysis of this chapter contributes to the achievement of the operational objectives: **Determining the characteristics of virtual organizational communication important for corporate employees (OOP5), developing a theoretical and visual model of organizational communication (OOP6).**

Chapter 4 of the doctoral thesis aims at exposing the main characteristics of organizational communication mediated by an internal communication platform in organizations and developing a communication model based on these characteristics. Thus, Table 4.1 presents the characteristics of the internal communication platform identified in the literature and verified by empirical research using the quantitative method of analysis Kano. Thus, each characteristic has a satisfaction dimension according to Kano analysis [11], and the most important characteristics are those whose existence is expected from corporate employees, and their absence decreases the level of satisfaction (necessary characteristics -M), those that are expected by employees, and the more they perform, the employee satisfaction increases (one-dimensional features-O) and the characteristics that are not expected by the employees, but their presence increases the employee satisfaction degree (attractive features -A). As can be seen in Table 4.1, the important characteristics for corporate employees of the organizational communication mediated by the internal communication platform are part of the one-dimensional and attractive categories.

Table 4.1 the degree of importance of characteristics following the Kano analysis

Features	A	M	O	R	Q	I	Total	Kano
1 the dictionary	35	8	10	-	-	20	73	A
2 information about the employee	24	7	11	9	2	20	73	A
3.Search function	23	6	23	3	1	17	73	O
4. frequently asked questions about the platform	20	10	24	1	-	25	73	I
1. Job alerts	32	4	11	1	-	25		A
6 recording of meetings	22	3	10	5	-	33		I
7.models for documents	17	4	30	-	-	22		O
8.the maximum duration of a meeting is 3 hours	20	4	24	8	-	16		O
9. Adapted to people with disabilities	14	5	37	-	-	17		O
10. The possibility of logging in with the	25	3	16	5	-	24	73	A

phone number								
11.Editing	19	7	23	-	-	21	73	O
12. Feedback	29	4	28	-	-	17	73	A
13. Real-time voting								
	26	4	28	2	-	13	73	O
14. Gamification	32	2	23	2	-	14	73	A
15. Information on cybersecurity	15	9	23	-	-	26	73	I
16.	18	3	24	3	3	22	73	O
17. Logging off	7	-	4	42	-	20	73	R
18. Data about colleagues	16	-	7	20	-	30	73	I
19. Place for virtual pause	29	1	13	8	-	22	73	A
20. Information and advice on mental health	13	2	28	8	-	22	73	O

Also, for each feature that falls into one of the two attractive (A) or one-dimensional (O) dimensions, comparative prototypes of the platform characteristics have been developed depending on the way the information is distributed, the presentation of the information and the size of the symbols used to distribute and present the information according to the satisfaction of the psychological needs of the employees in the corporations. thus, figure 4.1 represents graphic models of the “employee information” feature that falls within the attractive category of the Kano analysis method.

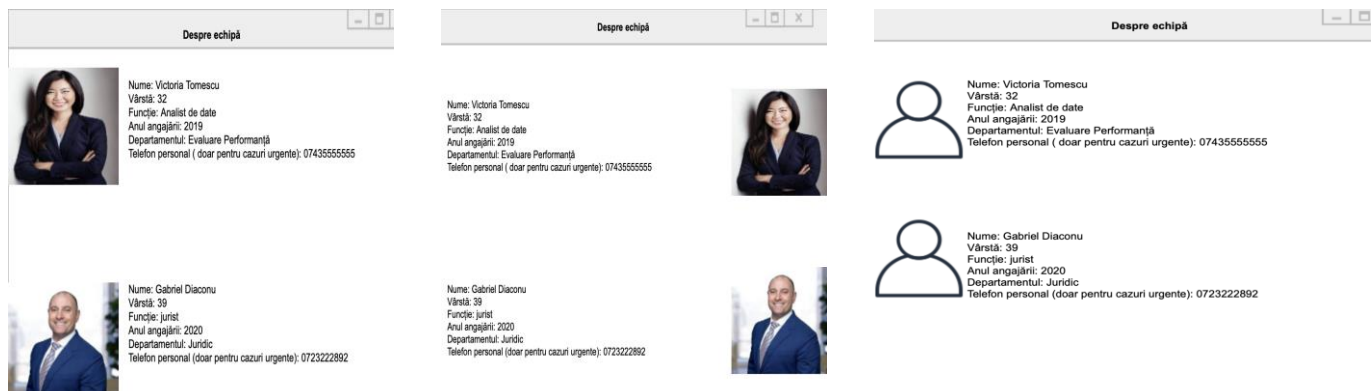


Fig. 4.1 Comparative prototype for the "employee information" feature

Thus, the purpose of the prototypes is to determine how employees in companies want to view these features both to meet their needs and to determine the degree of attention and how their attention is distributed to various information describing the characteristics.

Following the empirical analysis conducted in chapter 4, the main features of the internal organizational communication platform were identified and prototypes were made for each characteristic in order to determine the appropriate working context model for corporate employees.

Thus, the results of chapter 4 represent the first stage in the realization of the theoretical model of organizational communication proposed in this paper given the characteristics that meet the psychological needs of employees in corporations.

5. APLICATIVE RESEARCH ON ORGANIZATIONAL COMMUNICATION IN CORPORATIONS

The analysis of this chapter contributes to the achievement of **the operational objectives: Testing the theoretical model using the "Eye Tracker" (OOP7) device.**

Chapter 5 presents the basic characteristics of the proposed internal organizational communication model. The source and destination of the information is presented by the employees of the company, and the communication channel consists of the computer that represents the communication intermediation tool and the adjacent server. The internal organizational communication platform is an integral component of the computer, and its features must meet the psychological needs of the employees and be tested by empirical methods according to Figure 5.1

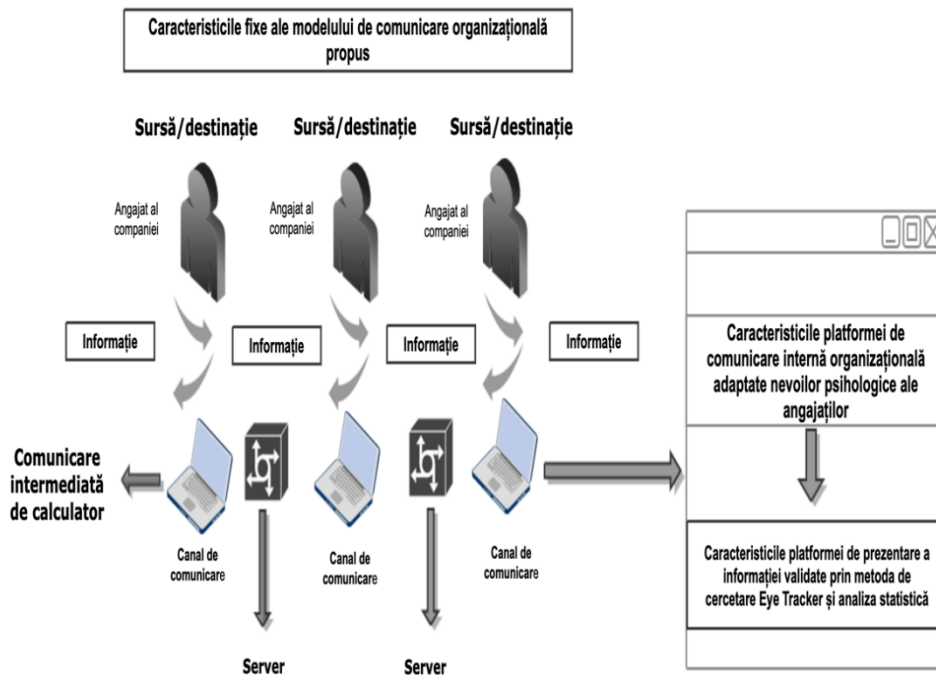


Fig 5.1 fixed characteristics of the proposed organizational communication model

In addition to the fixed features of the internal organizational communication platform, the internal communication platform must have certain features that meet the psychological needs of corporate employees. Thus, experimental tests were carried out using the Ai-X 60Hz Eye Tracking and Analysis device from “emotion Software Module”. The eye tracker is a tool that allows researchers to “analyze in an exhaustive and profound way” [11] employee preferences in relation to the characteristics of the internal organizational communication platform.

In the applied research several concepts were used adjacent to the eye tracking method that are included in the experimental process such as: Stimuli, areas of interest, eye measurements and heat maps.

Stimuli are "eye excitations", and they differ according to the context of the research [12]. Stimuli are images that have been designed with the help of the Gliffy program to include the characteristics of the internal organizational communication platform presented in the form of information. Thus, according to figures 5.3-5.12, each question had 3 answer options from which participants had to choose (profile 1, profile 2, profile 3). Each stimulus also had areas of interest marked by different colors, based on which the eye tracker provided certain data, as can be seen in figures 5.3-5.12. The differences between stimuli relate to how information is presented on an organizational communication platform.

Areas of interest (fig. 5.2) of the eye tracker methodology represents the elements of increased interest in the creation of stimuli [13], so for each question a certain part of the stimulus was set as an area of interest for collecting the data necessary for the research. Heat maps were also made for each question.

Pe care dintre profilurile despre datele colegilor dumnevoastră le-ați prefera?



Fig. 5.2 areas of interest

Heat maps (fig. 5.3) or graphical representation of data (viewpoint density) is a visualization tool that displays participants who focus their attention while searching for information [14]. The attention that participants give to an area of interest is quantified by color. Typically, red and orange indicate areas where participants pay more attention, while cold colors indicate less attention to participants [15].



Fig. 5.3 heat maps

In order to interpret the results obtained from the applied evaluation, we applied the statistical analysis to the data collected using the “Eye Tracker” apparatus. Eye attention data refers to 9 questions answered by 31 participants. Each question has 3 alternative answers. These alternatives were marked as the AOI (ROI) of the study, and fixation time values and attention levels for each AOI were evaluated. The data was collected at millisecond level and separate tests of difference were performed for each hypothesis. When the data normality test was performed, it was observed that normal distribution conditions were not met in any of the questions based on sample constraint and the type of data provided by the eye tracking method.

The internal organizational communication platform features must meet the preferences of the employees to meet their needs. According to the results of the current study, the information under which the characteristics are presented must meet certain conditions of presentation and distribution, as follows:

- The information must be explicit and easy to see
- Short sentences are not a necessity in the formulation of the message
- Avoid using small sizes for symbols of the organizational communication process
- The features outline the need for employees to undertake predefined tasks about which they know their difficulty in planning the time
- Employees in companies prefer to use both word and image to be shown messages in the workplace
- Positioning does not count among employees’ preferences as long as the message is clear and easy to see
- Informal, jovial communication is preferred
- Classic black writing is not among the priorities of corporate employees, they prefer
- Employees prefer custom images over generic images
- Positioning information on the platform interface is not a primary concern of employees in the process of receiving information
- The size of the message is the main element of the satisfaction of employees in local companies in relation to receiving information
- Informal organizational communication is one of the characteristics of organizational communication in the hybrid work environment
- The information must be organized and classified according to the message sent
- Among the essential characteristics are not found those relating to the psychological need for rooting

6. CONCLUSIONS. PERSONAL CONTRIBUTIONS. PERSPECTIVES OF RESEARCH

Following the research undertaken, it is imperative to outline the following personal contributions that are divided into 3 categories as follows:

Theoretical contributions:

- Establishing the research topic, the framework for the analysis of organizational communication management in corporations was presented. The context, purpose and operational objectives of the study were highlighted.
- A bibliographic study was conducted to analyze the various key concepts used in the paper
- Conducting bibliographic studies in order to outline the current situation in the field of organizational communication management
- A study was conducted in the light of its own perspective for shaping the elements of major importance in the process of organizational communication
- Creating tables that synthesize the main definitions and theories about a concept

Methodological contributions:

- It was established the working methodology with which the data was collected
- Several qualitative and quantitative research methods have been approached in a new manner through their interconnectedness
- A data collection methodology was developed that was verified by the application of experiments
- The approach of the methodology involved the use of the "Eye Tracker" device, which represents a novelty element in the field of organizational communication management
- The methodology is logically structured, the applied methods being in interdependence, not being able to exist without each other in the present paper

Empirical contributions:

- Application of questionnaires using the programs "iSondaje" and "Google forms" for data collection
- Using semi-structured interviews to outline the main codes (factors of interest) in organizational communication management
- Several graphic models have been developed to highlight the application of the proposed models
- The models proposed in the paper take into account both the motivational function and the retention of organizational communication
- Establishing the main and important elements of organizational communication for prototyping
- Prototypes have been developed to outline the communication models made up of the identified elements
- Testing the prototypes proposed in a laboratory using the Eye Tracker

Collection of data

- All data has been collected in compliance with data protection with regard to personal information

- Subjects who participated in the studies were asked for written or verbal approval to collect the data
- The proposals of this paper are based on the data collected through semi-structured questionnaires and interviews
- Planning, conducting and implementing both questionnaires and interviews is the total contribution of the undersigned
- The application of the "Eye Tracker" apparatus in this work was the main value added to the validation of the premises of this work
- With the help of statistical analysis we have validated some hypotheses to outline the final results

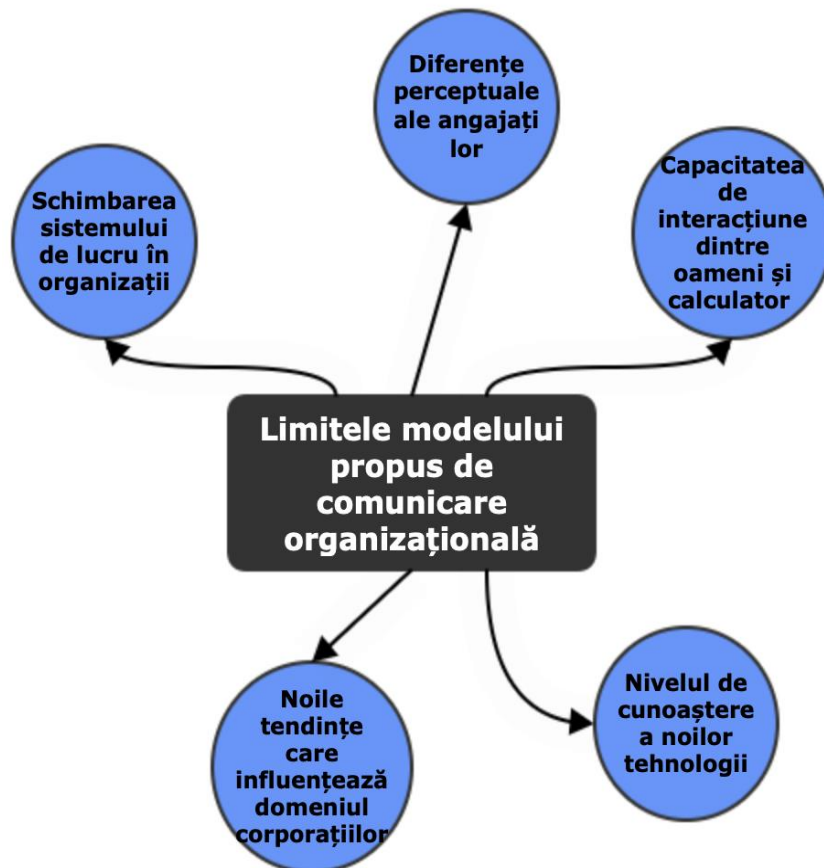


Fig. 5.1 limitations of the organizational communication model

Perceptual differences of employees

As we have shown in chapter 5, perception is a subjective assessment of employees about the information presented to them, and the cognitive system of each individual differs according to their capabilities and autonomy. Thus, the organizational communication model that contains the computer as an intermediary may have some shortcomings depending on how employees perceive this model.

Interaction between humans and robots

The proposed model of organizational communication is part of the sphere of virtual communication. Virtual communication involves the existence of a tool that mediates communication between the employees of a company. In most cases the tool used is the working laptop, however the way of interaction between human and robot is not limited to this tool. Thus, the different types of communication tools in the field of technology represent another limitation of the proposed model because the characteristics of the organizational communication model proposed in this paper only take into account computer-mediated communication that has certain features for the interface of the platform different from other tools such as: The phone

Level of knowledge of organizational communication

Although the communication process is indispensable for both personal and professional life, organizational communication is part of the business field. Thus, the degree of knowledge of the way of communication in each organization is a limitation of the proposed communication model.

The new trends that influence the corporate sector

The evolution of new technologies and future trends may represent a limitation of the proposed model because the hybrid work system can be replaced with other ways of working, and the evolution of technology can impose new communication tools in corporations to which the management of organizational communication needs to adapt.

Changing the working system in corporations

The proposed model envisages the management of organizational communication adapted to the hybrid work system where digital communication is mainly used. Thus, changing the work system with an existing one such as the traditional way of working or with a new model represents a limitation of the present proposed organizational communication model.

6.5 future directions of research

This work is the foundation of the future research I will undertake. For the future we want:

- Expand the geographical area to conduct research at regional level, then interstate level
- Application of new experimental evaluation methods
- Development of theoretical and graphic models
- Developing the relationship between organizational communication and cognitive function of ergonomics
- Implementation of the proposed communication processes

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