

Dimensions Regarding the Communication- Satisfaction- Organizational Performance Relationship in the Knowledge Society

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Abstract: A significant problem facing modern society, which directly and immediately affects, but also indirectly, the lives of individuals, groups, and community, in general, is the problem of communication. Today, communication is the primary dimension and value of our existence, becoming omnipresent, so that it is not even perceived as a distinct activity. Its role is to facilitate interaction between people, in the environment in which they evolve, through the content of issued and received messages to achieve certain goals and transmit particular meanings. Performance and satisfaction are interdependent and separate.

Performance remains influenced by individual characteristics such as competence and overall perspicacity, organizational support related to technology and resources, and work effort. Good management of internal communication leads to eliminating differences in receiving any change, with positive effects on the efficiency, credibility, and public image of the institution. The degree of vulnerability of the organization is reflected both in the discursive manifestation at the individual level and especially on organizational performance. There is a need for constant review and continuous improvement of the way an organization measures its performance.

Keywords: *organization; communication; satisfaction performance.*

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1. Introduction

The performance and success of an economic entity depends on the quality and nature of HR management. In this field of research, many experts point out that the competitive edge of an organization lies in the high value of its members.

HR management involves continuous improvement of the activity of all employees to achieve organizational goals. In this regard, managerial actions must consider each employee as a separate entity with specific personal characteristics, considering that human resources are valuable, scarce, and relatively irreplaceable. According to the literature, “human resource management requires a global, interdisciplinary and professional approach to staff issues within an organization”.

People are a common resource and, to the same extent, a vital resource of all organizations, regardless of the field in which they operate, the help that ensures their survival, development, and competitive success. Investing in people is the surest way to guarantee the competitiveness and future of the organization. In this context, John Naisbitt [7] states: “In the new information society, human capital has replaced financial capital as a strategic resource.” Thus, from the modern methods perspective, organizational and human resources management are part of the general policies and procedures of an organization. The primary scope being to combine employees’ interests with organization purposes. Therefore, the HR management system aims to define the role, place, or employees’ tasks. The following will create the premises for highly motivated employees and for recognizing their accomplishments.

An organization’s human resources are strongly marked by the time factor necessary to change habits, concepts, mentalities, attitudes, and behaviors. In the knowledge society, managerial practice must intervene to overcome the relative opposition or inertia to change people and turn it into positive thinking, openness, and adaptability to various situations [10].

Years ago, the emphasis on the organization’s management was on its operational side, and the major challenge facing managers was to make efficient use of limited resources. Today the critical issue for the organization’s survival becomes its ability to modify adequately to its turbulent environment and rectify the situation quickly [9].

Like people, organizations have their destiny, and the search, discovery, and fulfillment of it differentiate successful organizations from non-performing ones. Managers are responsible for fulfilling the mission through an objective understanding of the past, honest approach of the present, and a broad foresight of the future.

Communication skills are part of our social and professional success. By interacting with others, we try to organize our messages in such a way as to obtain the expected answers [4]. At first sight, humanity looks, in a particular way, as Edgar Morin would say: “like a beehive whose hum is given by the multitude of communications. Everything that unfolds, everything that sails, everything that propagates today is the result of communication. No air molecule does not vibrate with messages today, just as there are no devices, gesture, or means that is not audible and visible.” [6]

The global economic crisis and the impossibility of overcoming it with the help of the existing financial systems show exhaustion of the potential of the previous technological model. The overproduction of industrial goods and the impossibility of selling them on national or global markets led to the massive bankruptcy of companies. They increased protectionist legislation within different countries' governments.

2. Communication, satisfaction, and organizational performance

Job contentment represents the degree of satisfaction to which employees have positive or negative feelings about their workplace and, implicitly, their work. From Herzberg's theory, some aspects of fulfillment are motivational can lead to workers' performance and positive employment relationships.

Managers must understand how to deduce the job satisfaction of employees by carefully observing and interpreting their comportments. Sometimes it may be useful to formally follow employee satisfaction levels through interviews, questionnaires, and even computer-assisted attitude surveys [12]. One of the most popular questionnaires used to measure job satisfaction is represented by MSQ (Minnesota Satisfaction Questionnaire) and JDI (Job Descriptive Index) [12]. Both address aspects of fulfillment that managers should consider. MSQ measures satisfaction through working conditions, chances of advancement, appreciation for a job well done, a sense of accomplishment. JDI questionnaire has five components of satisfaction: work itself, relationships with colleagues, promotion opportunities, rewards, quality of supervision.

We can see the importance of job satisfaction by analysing two decisions that people regarding their work. Firstly, the decision to become a member and stay in an organization longer than two years. The second is the decision to be successful (to achieve high levels of performance). In general, employees who are satisfied with their job tend not to be unmotivated. Satisfaction can influence staff turnover because employees less confident with their job will decide to leave the organization.

Nowadays, the link between performance and work satisfaction remains subject disputes. The views are as follows: workplace satisfaction generates performance, performance generates work satisfaction, and rewards creates both satisfaction and performance [3]:

✓ **Workplace satisfaction generates performance.** Thus, organizations have to take steps to get employees to do their job with love, yield to keep talented people. A decrease in workplace satisfaction may cause competent people to leave the organization and move towards the competition or even other areas of activity. If job satisfaction leads to performance, the message managers should understand it's simple - to influence the performance of their employees, they need to be happy;

✓ **Performance generates satisfaction.** Performance would seem to lead to satisfaction when rewards follow performance. Performance → Rewards → Satisfaction. Many organizations don't do a good job when trying to tie performance to rewards. In many cases, very high productivity is not followed by promotions, wage increases or the appointment for a management position.

✓ **Rewards generate satisfaction and performance.** This last argument suggests that a suitable reward allocation can also positively influence performance and satisfaction. But at the same time, it has been shown that performance-related rewards affect a person's work performance. In this case, the size and value of the reward vary according to achievements.

We consider that RH managers should reconsider workplace satisfaction and work performance - two separate concepts. Because job satisfaction alone is not a performance preacher, well-administered rewards can have a positive influence on satisfaction and performance. There is an integrated model of motivation that combines Vroom's Theory of Expectations and the Porter-Lawler model [8]. Performance and satisfaction are separate and independent.

What is important is the manager's attitude towards the people he leads and their reaction to his philosophy. Humans have a similar and fundamental need, which simplifies things: people of a given culture or subculture have, on the whole, aspirations, desires, hopes, and parallel objectives, which differ quantitatively rather than qualitatively.

3. Performance and its significance

Performance can be defined by both results and behavior. The explanatory dictionary of the Romanian language defines "performance" by

the result. This meaning also appears in the literature. Thus, performance is: “something that the person leaves behind”, respectively, “performance must be defined as the sum of the effects of work” [5].

However, performance can also be seen as a behavior - the way organizations, teams, and individuals act to perform their tasks. In this context, performance is a behavior and should be distinguished from results or effects, and the results may be affected by contextual factors and, for this reason, do not correctly reflect individual or team performance.

A neglected aspect in organizations [2] refers to the quality of an internal communication tool: internal communication creates, among other things, employee motivation. The lack of creativity in designing and supporting motivation is reflected in the level of performance, which is not achieved at the maximum level. Human behavior is par excellence goal-oriented, and organizations are no exception to these rules. Individual goals are not always realized but they are at the end of the mechanism that creates motivation [13]. Effective organizations manage to provide employees with a varied motivational complex tailored to their needs. More precisely, a need can decrease in intensity only in two cases: either it is satisfied or it is blocked. Interestingly, by blocking the need, subsequent reactions occur that may explain several behavioral deviations of individuals.

One of the models that can be applied to achieve performance is behavioral analysis. By adopting the principles of behavioral analysis, changes are primarily aimed at managerial communication, vertical communication, and organizational climate throughout this process. The key link is the motivation of employees and permanent communication with them. The basic aspects of behavioral analysis are Background: the element that prepares the appearance of the behavior (assignment of the task); Behavior: employee performance and Consequence: what happens to the employee as a result of the behavior [11]. Without applying this model, in most organizations, there is no correlation between desirable behaviors and the rewards offered to the employee. Desirable behaviors are considered natural and unrewarded and only undesirable behaviors are reported as such and are punishable by warnings or punishments. In this context, desirable behaviors and ultimately performance is not stimulated in any way, so that behavior is associated with that consequence.

As a consequence of the observations made on the behavioral analysis, there is a need to act in the direction of improving performance through internal communication as follows [1]: by correctly establishing the antecedent chain - behavior - consequence; feedback must be provided on an ongoing basis to employees so that they know, in advance, the difference or agreement between expectations and the level of performance achieved

individually; employees are selected based on their skills and experience; in order to prevent conflicts, cooperation within the organization must be cultivated to the detriment of competition; the identification of reinforcements must be done correctly, following direct observation and discussion with employees; employees must receive feedback on the level of performance achieved; the antecedent must exist even in the case of routine tasks, and the positive consequences must be established and presented to employees, which means that they will be associated with the desired behavior; desired behaviors must be associated with established motivational factors.

All these observations are particularized according to the type of organizational culture. In conclusion, internal communication is a useful and indispensable tool for performance management, and the behavioral analysis model applied in the organizational environment must take into account the value particularities of each organization, so that communication channels with employees and motivating levers to work efficiently and effectively. Managers must anticipate the occurrence of problems and when they arise, provide solutions based on practical observations of employees, because the information provided by them can be extremely useful, and their creativity can be cultivated over time through open dialogue and decision-making.

4. Conclusions

The notion of communication has been and remains the subject and object of analysis, concept definition as well as numerous debates over time, researchers in various fields - biology, linguistics, sociology, computer science, cybernetics, economics - addressing various positions and attitudes towards on this subject. At the same time, the researchers who clarified the notion of communication focused on one of the components of the communication process, namely the sender, receiver, communication channel, or message.

A first conclusion that emerges regarding the notion of communication is that the balance between specialized and general definitions still leaves open the problem of a correct definition of the concept. One of the essential elements of the communication process is the communication channel that represents the environment through which messages are sent and received.

Efficient and effective communication begins with the recognition of the important role of internal communication, as a vital method for sharing and transmitting organizational information. It must convey the necessary information in real-time and correctly, to make the target audience

aware of ideas, opinions, decisions, or events. For this, the message must be easy to understand, credible, and attractive, and last but not least, to be repeated to reach each individual who is part of the target audience. In an organization, it is very important that through communication employees receive relevant and different information than conveys, among other things, the call to action, because good communication changes behaviors and attitudes.

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