

## THE INTERDEPENDENCE BETWEEN MANAGEMENT, COMMUNICATION, ORGANIZATIONAL BEHAVIOR AND PERFORMANCE

**Pipaș Maria Daniela**

*Department of Management-Marketing, Faculty of Economics, "Bogdan Vodă"  
University of Cluj-Napoca, Cluj-Napoca, Romania  
dpipas@yahoo.com*

**Abstract:** *The approach of this paper is based on the concepts of management, communication and organizational behavior that by implementing the appropriate strategies, by taking and prevention of organizational risk that creates a favorable organizational climate that can improve, in time, the image of the organization, leading ultimately to making a synergic organization and to increase the organizational performance. An effective communication, followed by an efficient management provides safety in any domain of activity. Organizational communication cannot be seen outside of the management, and represents a fundamental component of it. The lack of communication or poor management of this process leads to alterations in key components of organizational management on one hand, and on the other, the lack of skills and organizational culture regarding these components invalidates the communication process. Today, communication has become increasingly important and more nuanced. At work, employees are faced with an overload of information, but with insufficient or even no communication. Information and communication are two different concepts, but that are interrelated, so information puts people in connection with certain information while communicating puts people in relation with others. Any communication process takes place in a context, which means that it takes place in a specific social, cultural, psychological, physical or temporal space, which is in close interdependence. Any behavioral attitude that we have in this space communicates something about us and determines, consciously or unconsciously, a reaction of positive or negative response from others and may be a factor in sustaining the process of social evolution. In an organizational context, attitudes, behavior can be found as organizational behavior, covering, in turn, a wide range of activities: knowledge and employee satisfaction, understanding group dynamics, accepting and respecting differences between people and of different cultural values that they come with, in the organization and many other skills, activities and management practices. Functionality and performances of an organization, regardless of the national context depend largely on how managers manage to create modern and flexible management systems, integrating in their structure many intra and extra organizational variables.*

**Keywords:** management, communication, organizational behavior, attitude, motivation, job satisfaction, performance.

**JEL classification:** M12

## **1. Introduction**

Organizational management has experienced an accelerated evolution in recent years due to changes on the labor market and socio-economic structures. This has resulted in a series of changes at the microeconomic level imposed by the need to adapt to new conditions in order to obtain maximum performance and impact (Novac, 2007:4). Thus, from the perspective of modern methods, organizational management and implicitly human resource management fall within the overall policy of the organization, the major objective being the overlap of individual interests with those of the organization. In this context, the new human resources management systems aim to clarify the place, role and duties of employees, to stimulate creativity and to establish an effective communication system that meets the participation needs of employee but, at the same time, they create premises to motivate employees and recognize their merits and achievements.

Today, communication is the main dimension of existence each of us, becoming so present, that is not even seen as a separate activity, its role being to put people in connection with each other, in the environment around them, by the content of transmitting and receiving messages aiming to achieve certain goals and passing on certain significances.

One of the important tasks of the manager is to motivate subordinates and creating an ambience of psychosocial leadership style, attitude towards daily problems of people, climate, cohesion, moods, to current interpersonal relationships and the whole preparation and living arrangements, to generate self-motivation, the strongest form of motivation (Pânzaru, 2009:36).

Knowledge of organizational behavior helps to better understand oneself and other people in a context mainly related to work. It can also extend personal potential for success in careers while the jobs are becoming more dynamic, complex and interesting.

To be an effective manager requires a combination of knowledge and experience. The study of organizational behavior produces no guiding principles but rather a series of statements whose explanation depends on the situation (Schermerhorn et al., 2002:42).

## **2. Organizational behavior - theoretical approach**

The founder of organizational behavior concept was Fritz Roethlisberger that together with Elton Mayo proceeded to identifying the relationship between individual and group behavior of labor productivity. Their first observation (Hawthorne study) was related to the importance of social relationships (informal), which proved to be more important even than the salary system (Stanciu and Ionescu, 2007:3).

A formal definition for organizational behavior can be: the study of individuals and groups in organizations. It involves understanding, predicting and controlling of human behavior. The most popular definitions follow a certain line: the study and understanding of individual and group behavior, of models and structures to improve performance and efficiency of the organization (Schermerhorn et al., 2002:3).

Although widely used in the organizational environment, the term "organizational behavior" is used improperly, because very rarely all members of an organization behave in a manner that represents the organization as a whole. In practice we should refer to the behavior of individuals and groups of people within an organization. The combination of "organizational behavior" has become common

and is widely used to refer to a large number of discipleship, influences, attitudes, and behavior patterns of people in organizations.

### **2.1. Field study of organizational behavior**

Interpersonal relationships between people take place through contextual communication in an environment where attitudes and behavior cannot be studied in isolation. From this point of view, it is important to understand human relationships in context with other variables that are included throughout the organization. The study of organizational behavior involves understanding the most important organizational factors:

- the type of management and management style;
- the organizational context environment;
- organizational processes and development of work;
- attitudinal and communication types of people;
- employee interactions with internal and external environment of the organization.

Organizations are composed of individuals. In turn, the individual is the most important component of the organizational behavior and is a necessary part of any attitude or behavioral situation, whether acting individually or as part of a group in response to the expectations of the organization to achieve organizational goals, or as a result of the influence of personal background or where they work. Each individual is a unique entity with unique personality which brings to the organization a new culture, a host of attitudes, values and past experiences. Where individual needs are not compatible with the organization's requirements situations of dissatisfaction, frustration and conflict may occur. It is the task of managers to create an organizational environment that allows individuals' needs satisfaction, adopting a positive organizational behavior and disappearance of conflicts to favorably achieve organizational goals and performance in work.

### **2.2. Characteristics of organizational behavior**

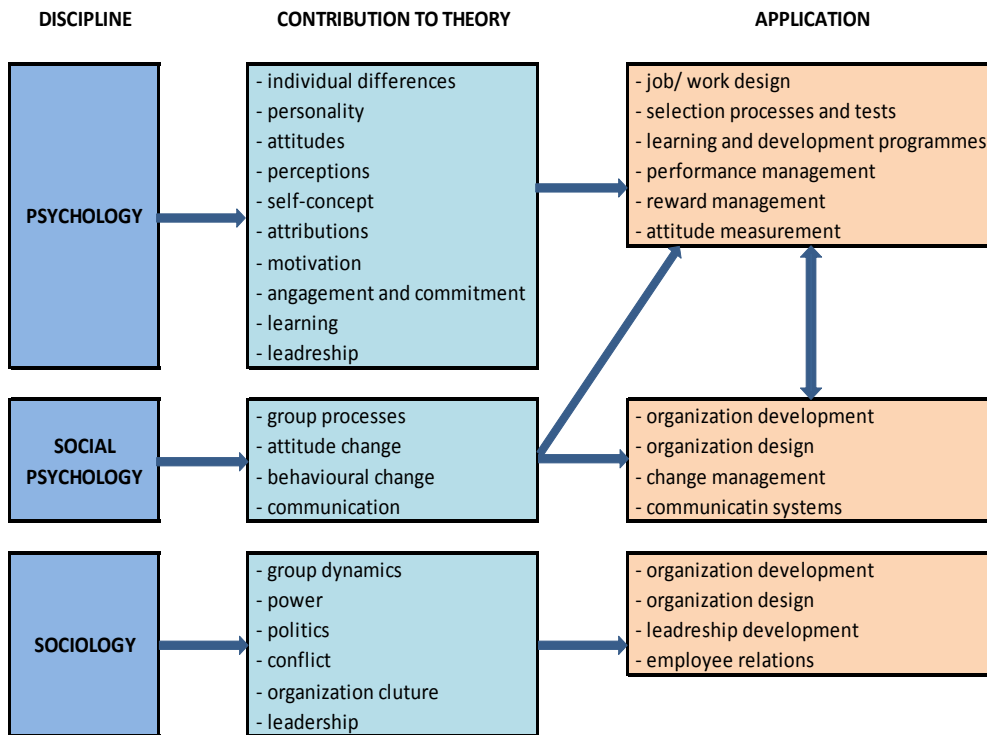
Ivancevich and collaborators (Ivancevich et al., 2008:82) identified the following characteristics of organizational behavior:

- it is a way of thinking about individuals, groups and organizations;
- is multidisciplinary - uses principles, models, theories and methods from other disciplines;
- it has a distinctly humanistic orientation - people and their attitudes, perceptions, learning abilities, feelings and goals are of a paramount importance;
- it is geared towards performance - studying factors affecting the performance and how it can be improved;
- the use of the scientific method is important in the study of variables and relations;
- it is oriented on the applied part of things in that it can provide answers when questions arise regarding the management of organizations.

Armstrong (Armstrong, 2009:295) argues that there are few factors affecting organizational behavior like the actions, reactions and interactions of people that constitute organizational behavior are influenced by the following factors:

- the characteristics of people at work – individual differences, attitudes, personality, attributions, orientation and the roles they play;
- how people are motivated;
- the process of employee engagement;
- the process of organizational commitment;
- how organizations function;
- organizational culture.

Figure 1 summarizes how each of the main organization behavior disciplines contribute, first to different aspects of organization behavior theory, which in turn influence HR practices.



**Figure 1** – The sources and application of organization behavior theory.

Source: (Armstrong, 2009:295).

In conclusion, sources of organizational behavior include disciplines of psychology, social psychology and sociology. Contributions are based on an understanding of individual differences, those of managers, group processes and concepts such as motivation, engagement and commitment. Applications cover all aspects of human resources management and organizational development. All managers and HR specialists are influenced in the organizational management by the organizational behavior in ways that meet organizational needs, understanding of communication

types, organizational processes and skills of employees which means that the analysis and diagnosis of organizational behavior is important.

### **2.3. Management and organizational behavior**

Management (Pânzaru, 2009:2) is defined as the art of getting things done in organizations. Managers obtain, allocate and use physical and human resources to achieve goals. The definition does not include a provision on how to realize these goals. Each management style is effective in certain situations. The modern world is characterized by an increase in the diversity of values, behaviors and lifestyles. To the extent that managers will be able to understand more deeply the people, they will be able to make better decisions in areas such as recruitment, assignment of tasks, job performance evaluation, training and qualification, compensation and promotion of staff, coordinating and motivating employees, teamwork, communication within the organization, etc. To the extent that behavior can be predicted or explained, it can be controlled or managed. If they are understood by those managed, the reasons that lead to a service of high quality, of ethical behavior, they can be corrected and consciously accept the managerial act. If providing and explaining constitutes the analysis, the management is action.

Most experts in management, tried to find the right way to lead an organization in order to achieve organizational goals. Organizational behavior management systematically studies attitudes and behaviors of employees and provides the ability to understand how to manage them efficiently and effectively and how they can be changed.

The manager can have full confidence in a subordinate without the certainty that, in turn, that subordinate has the same feeling for him as leader, with his qualities and capacities. "Trust is the highest form of human motivation. It brings out all that is best in people". (Covey, 2004:56).

One of the important tasks of the manager is to motivate subordinates and to create an ambience of psychosocial leadership style, an attitude towards daily problems of people, climate, cohesion, moods up to current interpersonal relationships and the whole preparation and living arrangements , that will generate self-motivation, the strongest form of motivation (Pânzaru, 2009:36).

Knowledge of the organizational behavior help to better understand oneself and other people in a context mainly related to work. It can also extend personal potential for success in the career while the jobs becoming more dynamic, complex and interesting. To be an effective manager requires a combination of knowledge and experience. The study of organizational behavior does not produce guiding principles but rather a series of statements whose explanation depends on the situation (Schermerhorn et al., 2002:42).

### **3. Job satisfaction prerequisite for organizational performance**

Formally defined, job satisfaction is the degree to which individuals have positive or negative feelings related to the assigned work station. Job satisfaction is an attitude, an organizational behavior or an emotional response to the work tasks and at the same time to the physical and social conditions at work. At first glance, from the perspective of Herzberg's theory, some aspects of satisfaction should be motivational and lead to positive employment relations and individual performance.

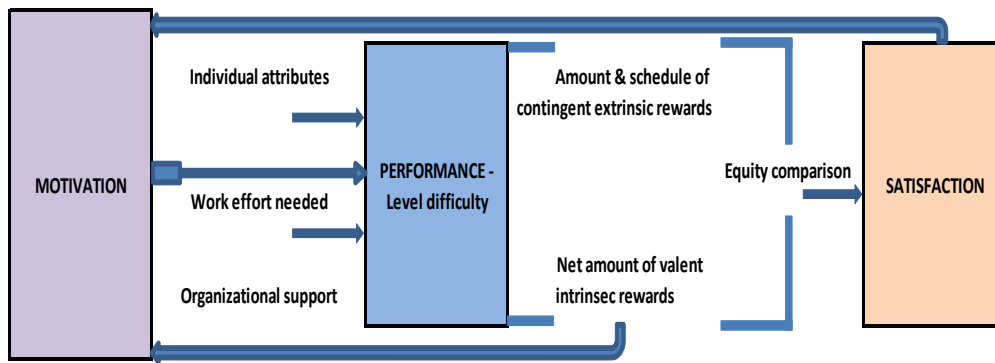
Based on daily activities managers must be able to deduct employee job satisfaction through careful observation and interpretation of what they say and do about the positions they occupy. Sometimes it is useful for levels of satisfaction of employee groups to be formally observed through interviews and questionnaires (Wymer and Carsten, 1992:71-78).

The importance of job satisfaction can be seen in the context of two decisions that people make in relation to their work. The first is the decision of belonging - to join and to stay within an organization. The second is the decision to be performing - to work to achieve high levels of performance, but not all who are part of an organization are performing.

The relationship between performance and satisfaction is still the subject of many disputes. The views are alternative: 1. satisfaction generates performance; 2. performance generates satisfaction; 3. reward generates performance and satisfaction (Greene, 1972:31):

1. **Satisfaction generates performance.** If job satisfaction causes high performance the message that managers should understand is simple: to increase work performance of employees they need to be made happy. Research shows that the relationship between individual satisfaction and performance at a time or another is not exactly straightforward and simple. There is some evidence that the relationship works better for those with high qualifications and occupy higher positions in the hierarchy. Job satisfaction alone is not considered a predictor for performance.
2. **Performance generates satisfaction.** If high levels of performance cause satisfaction the message is different. Rather than focusing attention on employee satisfaction the effort should be directed to offer them help to achieve such performance and satisfaction will follow. Research shows an empirical relationship between individual performance measured at a time and job satisfaction.
3. **Reward generates performance and satisfaction.** This last argument is the most convincing. It suggests that an appropriate allocation of rewards can positively influence the performance and the satisfaction. The key word is "appropriate". Research has shown that people who receive high rewards report high satisfaction. But at the same time it was shown that performance related rewards affect work performance of the individual. In this case the size and amount of reward varies depending on the accomplishments. As long as small rewards offered to a poorly performing employee will lead to dissatisfaction, the expectation is that he will make efforts to improve his performance to achieve greater rewards in the future. The idea is that managers must consider satisfaction and performance as two separate results but related to labor that are influenced by the allocation of rewards. Because alone, job satisfaction is not a predictor for performance, well-managed rewards can have a positive influence on satisfaction and performance.

There is an integrated model of motivation as represented in the figure below.



**Figure 2 – An integrated model of individual motivation to work.**  
Source: (Schermehorn,2002:164)

In the figure, job performance and satisfaction are separate, but potentially interdependent with work results. Performance is influenced most directly by individual attributes such as ability and experience, organizational support such as resources and technology, and work effort—the point at which an individual's level of motivation comes directly to bear. Individual motivation directly determines work effort, and the key to motivation is the ability to create a work setting that positively responds to individual needs and goals (Schermehorn,2002:165).

On organizational interdependencies that lead to obtaining work performance Sirbu said: "The human factor has always been particularly important for the activity of an enterprise" (Sirbu, 2004:1).

Individual motivation directly determines work effort and the key to this motivation is to create a work environment that responds to individual needs and goals. Regardless of the work environment motivation will depend on rewards and their perceived value. Contingent and immediate rewards are significant. Rewards that individuals deemed attractive are those perceived to have a high valence. Among them - job satisfaction as conceptual equivalent of valence that is the very activity they perform (Cole, 2002:107).

Motivation can occur when satisfaction results from extrinsic or intrinsic rewards that allocated equitably, we can specify that when inequity is resulting, satisfaction will decrease and motivation will be reduced.

Successfully motivating employees is based more on a philosophy than a management technique. Actually, it is important the kind of attitude and communication the manager has with people he leads and their reaction to those two factors.

A manager who leads by motivation needs to create conditions where people feel inspired to work hard. Clearly, a motivated workforce is essential to performance which results are particularly beneficial to the organization (Jaradat, 2007:195).

People have a common nature and basic needs that are alike, which simplifies things: members of an organization have, generally similar aspirations, desires,

hopes and goals, differing quantitatively rather than qualitatively and it's up to managers to lead them to achieve organizational goals in an efficient way.

The manager of the third millennium, no longer forms subordinates but a team of fully autonomous personalities and skills that express their personality, that want to take on new responsibilities and will and can make decisions (Pintea, 2011:329).

#### **4. Research methodology**

This research is part of an applied, extensive scientific research, related to my PhD thesis which aims as an overall objective to analyze the interdependence of management, communication and organizational behavior and how internal communication in organizations influences the organizational effectiveness and efficiency or organizational performance.

The problem of personality and organizational behavior is of particular importance in modern organizations, being acclaimed on an empirical level as essential for social and professional performance of an individual. The methods of collecting and analyzing data and information were based on direct observation of organizational processes behavior and phenomena that characterize the organization as well as document analysis.

In the empirical investigation process there were analyzed and interpreted data and information already available, which were selected from a variety of bibliographic sources and are subject to a process of constant comparison and conceptual framing in order to justify the importance of the realized of this empirical study.

#### **5. Conclusions**

Communication is one of the most important activities in an organization (Harris and Nelson, 2009:67). Fundamentally, relationships grow out of communication, and operation and survival of organizations is based on effective relationships between individuals and groups.

Internal organizational communication, seen as a set of procedures and organized communication exchanges, participates in the construction of numerous definitions of problematic situations underlying the understanding and behavior of employees. Communication does not take place in a sterile and isolated environment therefore it is directly influenced by the personality of the individual / individuals that make up the organizational internal environment, in this case, the organizational behavior.

Related to the organizational behavior, we are interested, in particular, in the attitude toward work, respectively employee satisfaction and the link between it and organizational performance. Thus, through the attitude at the work place we can see how an individual reacts to typical situations described by a work task. Personality as a whole rarely offer clues about potential of performance, however proactive attitude towards work causes high levels of performance. It is not always easy to change a person's attitude about work. Attitudes towards work are only a component of the attitudes of a person. These attitudes may be linked and correlated with several other attitudes, which makes difficult for managers to change the feelings and actions of employees. However, attitudes / behavior and job satisfaction may change and sometimes that happens fairly quickly, with the events.

The organizational behavior covers a wide range of activities: knowledge and satisfaction of employee needs, understanding group dynamics, accepting and respecting the differences between people of different cultural values with which they



come into the organization and many other skills, activities and management practices.

To the extent that organizational behavior can be predicted or explained, it can be controlled or managed. Knowledge about organizational behavior helps to better understand oneself and other people in a context mainly related to work. They can also extend the personal potential for success in careers while the jobs are becoming more dynamic, complex and interesting. The study of organizational behavior doesn't produce guiding principles but rather a series of statements whose explanation depends on the situation.

In conclusion, we can state the following: knowledge of personality traits involved in work activities is necessary to determine the agreement between the person and work, how far individuals respond to the work activity, and the consequences of their deviations from rules have on work process. In the professional success there are involved a number of individual personality traits, communication styles, types of interaction and the type of organizational behavior approached, all of this putting their mark on the efficiency and productivity at work.

The success, performance and competitiveness of any organization depend largely on the content and quality of management, on the type of organizational communication / management because, as stated by many experts, the competitive advantage of an organization lies in its people.

## References

- Armstrong, M. (2009) *Armstrong's Handbook of Human Resource Management Practice*, 11<sup>th</sup> Edition, Published by Kogan Page, London.
- Cole, G. (2002) *Personnel and Human Resource*, Cornell University, Editor Continuum, UK.
- Covey, S.R. (2004) *The 7 Habits of Highly Effective People*, Publisher Franklyn Covey, New York.
- Greene, C.N. (1972) *The Satisfaction-Performance Controversy*, Business Horizons 15, London.
- Harris, T.E. and Nelson, M.D. (2009) *Applied Organizational Communication. Theory and Practice in a Global Environment*, Third Edition, Taylor & Francis Group, New York.
- Ivancevich, J.M., Konopaske, R. and Matteson, M.T. (2008) *Organizational Behaviour and Management*, 8th edn, McGraw-Hill/Irwin, New York.
- Jaradat, M. (2007) *Bazele managementului*, Editura Risoprint, Cluj-Napoca.
- Novac, C. (2007) *Evaluarea în Managementul Resurselor Umane*, Editura Comunicare.ro, București.
- Pânzaru, S. (2009) *Comportament organizațional*, Tipografia Universității „Spiru Haret”, Brașov.
- Pintea, F.R. (2011) *Contribuții privind perfecționarea managementului în societățile de asigurări din România*, Editura Risoprint, Cluj-Napoca.
- Schermerhorn, J.R., Hunt, J.G. and Osborn, R.N. (2002) *Organizational Behavior*, 7th Edition, John Wiley&Sons, Ohio.
- Sîrbu, J. (2004) *Flexibilitatea – șansă pentru întreprinderea modernă*, Ed. Dacia, Cluj-Napoca.
- Stanciu, Ș. and Ionescu, M.A. (2007) *Comportament organizațional*, Editura Comunicare.ro, București.
- Wymer, W.E. and Carsten, J.M. (1992) *Alternative Ways to Gather Opinions*, HR Magazine 37, University of Pretoria.