"BABEŞ - BOLYAI" UNIVERSITY CLUJ-NAPOCA

Faculty of Economics and Business Management

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SUMMARY THESIS
IMPACT OF COMMUNICATION ON ORGANIZATIONAL EFFECTIVENESS IN POLICE UNITS

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INTRODUCTION

The importance of communication in recent years is very visible in economic, social and political life, since it is well known that image management, quality and effectiveness of communication play a key role in ensuring the success of public institutions, regardless of the nature of their activity. Changes in the public management approach require the use of increasingly appropriate and sophisticated forms of communication and equipment, which facilitate employee motivation and loyalty. Various ways of communication are also increasingly used to cultivate relationships with partners or stakeholders. State institutions have become aware of the effectiveness of various forms of communication, so that a whole series of initiatives or legislative measures of general interest are promoted using appropriate methods in order to raise citizens' awareness, thus ensuring the success of these initiatives.

The issue of communication and its integration into all the functions and areas of activity of the organization's management, as well as its contribution to the achievement of the strategy and the objectives of the organization, respectively the organizational effectiveness, is a much-discussed topic in the literature. However, there is a diversity of views on measuring the influence of communication or its impact on organizational effectiveness, especially in public institutions, where the effects of good communication are in many cases not tangible. The impact of communication on effectiveness in achieving organizational objectives is considered very important for public organizations, given the active role of communication on strategies, policies and procedures, which are the subject of the organization's management. At the same time, communication plays an important role in promoting the organization's values as a foundation of organizational culture and in creating an appropriate organizational climate to foster performance. While the impact of communication on organizational effectiveness in public institutions is a key success factor, the size of the impact and the effectiveness of communication significantly determine organizational success. This encourages the effort of the leadership of public institutions, including the Police, to evaluate and analyze the effectiveness of communication, both from an internal perspective on organizational effectiveness and from an external perspective.

1. Purpose and Objectives of the Research

Considering the purpose of the research topic, which aimed to improve the effectiveness of the communication from an internal, managerial perspective, in the Romanian Police units as

a defining element of the institution's management, without, however, disregarding the external environment in which they operate, the general objective of the research was defined.

The general objective of the research refers to the identification and analysis of factors and best practices that determine the effectiveness of organizational communication, from an internal managerial perspective, in order to develop an analysis model, based on a scientific basis, of the impact of communication on organizational effectiveness. Good communication management practices can become both wake-up calls for managers and incentives for them to make the change in the organization, when required. Good organizational communication and communication management practices are found at every level of management in public institutions.

In order to achieve this general objective, the main *specific objectives* are the following:

- To define the main theoretical concepts that create a contextual framework for conducting the empirical study;
- To develop a communication analysis model, in order to identify measures to improve communication management and increase communication effectiveness in police units;
- Validation of the models used to construct variables for the purpose of communication analysis and communication management, to measure its impact on organizational effectiveness;
- To identify the characteristics of communication quality in police units, communication management strategies, policies and best practices;
- To conduct a questionnaire survey and a semi-structured interview to identify good practices and drivers of communication effectiveness in the police units under the study;
- To identify the factors and appropriate ways in which the management of police units can improve communication effectiveness, taking into account the characteristics and peculiarities of planning, organization in these organizations;
- To determine the effectiveness of information transmission methods and the main channels of managerial communication;
- To measure the influence of communication effectiveness on organizational effectiveness.

2. Empirical study on the impact of communication on organizational effectiveness

Given the difficulties in measuring the impact of communication on organizational effectiveness, researchers in the field have sought to define an appropriate and effective model to identify the relationship between communication and organizational effectiveness as a measure of police unit performance, and the most important factors that determine it. Although many studies have been published in the field of organizational communication, from an internal perspective, there are few studies that have examined its influence on organizational effectiveness.

In this context, the empirical study conducted on police units seeks to measure the impact of organizational communication on organizational effectiveness, which allows the analysis of the effectiveness of communication management practices on: strategies and policies, communication quality, information sources effectiveness, organizational culture and human resources practices within these organizations.

The results of our study identify a significant and positive relationship between communication effectiveness and organizational effectiveness. This means that communication effectiveness as measured by questionnaire and interview respondents' perceptions from an internal managerial perspective is a good predictor for increasing organizational effectiveness, both directly and indirectly through the mediation of human resource management practices and employee satisfaction.

The empirical study was based on analyses carried out by specialists in the field, on economic and social organizations, private or public.

The premise of the research, i.e., the empirical study, draws on the truth that communication within the police units is based on a system of shared common values, attitudes and behaviors of individual employees or those formed in teams, as an important source in achieving the organizational goals. Effective communication facilitates the operationalization of managerial procedures and leads to employee satisfaction.

In order to measure the impact of communication on organizational effectiveness, the empirical study identifies and analyzes the main factors that determine it, such as: communication quality, communication management effectiveness, organizational culture, human resources management effectiveness and employee satisfaction.

The results of the study facilitate the understanding of communication practices in police units to improve organizational effectiveness. The study demonstrates that effective

communication, based on a clear direction and a well-defined purpose and a system of common values shared by managers and employees of the institution, ensures that the fundamental objectives of the institution are achieved, not only through adequate compliance, but also through stability and good internal integration.

The outcome of the doctoral research was the development of an analysis model of organizational communication, from an internal managerial perspective, as well as the identification of best practices that ensure communication effectiveness, with an important effect in increasing organizational effectiveness. We note that the conceptualization of organizational effectiveness in light of the characteristics of the activity and the objectives of the police units was based on the studies of recognized authors in the field (Campbell, 1977; Robertson, 2003; Lusthaus et al. 2002; Daft, Marcic, 2006; Robbins, 2018; Armstrong, 2012).

The organizational communication analysis model for measuring its impact on organizational effectiveness focused on: communication quality, communication management effectiveness, communication effectiveness, human resources management, organizational culture and organizational effectiveness.

An important argument for focusing on communication, from an internal managerial perspective, is that it allows linking it to the institution's strategies and policies, with the mission and best practices in the field as a starting point. At the same time, it should be pointed out that the empirical study is based on the perception of the respondents (managers and non-managerial employees) based on a questionnaire and interview, which facilitates awareness of the importance of communication in achieving organizational and individual employee-specific objectives.

Conclusions

The concepts of communication and communication management have been approached on the basis of selective literature, to which we add the approach of organizational culture, human resources management, organizational effectiveness and other concepts, used in this study, which we find in the literature. The empirical study approach in this research, namely the proposed objectives, was based on exploratory and explanatory methods, which facilitated the explanation of these concepts and the statistical analysis.

Given the amount of data and information collected from the respondents employed in the research/analysis units that were part of the sample (managers and non-managerial employees), the study allowed us to identify strengths and opportunities to improve communication and communication management. At the same time, it allowed us to identify the

problems that these units have in the field of internal communication. The analysis model, based on a set of specific objectives, can be used in other Internal Affairs units through the results obtained. The actual results obtained cannot be generalized in the field investigated to other units not covered by the study.

The main theoretical and practical contributions are:

- Creating a contextual framework by conceptualizing organizational communication, and organizational effectiveness, as a measure of organizational performance, to conduct the empirical study;

- To develop an appropriate communication analysis model from an internal and managerial perspective, and its impact on organizational effectiveness, in police units, taking into account the objectives and particularities of their activity. It should be noted that the empirical study focused on the indicators considered relevant for the units under research;

- The study was based on relevant and valid variables as a construct, for the field of communication in police units, taking into account that they are well related to the strategies and policies of the organization, are appropriate for charactering the studied field, provide information about the main factors that determine the effectiveness of communication and communication management, organizational culture, human resources management, organizational effectiveness, representing the main variables in the empirical study;

- Appropriate methods, techniques and tools were used for the empirical study, namely questionnaire surveys, interviews, statistical analyses, which facilitated the achievement of the research objectives, and legitimized the opinions of well-known authors and practitioners in the field;

- Measuring the impact of communication effectiveness, with its components (communication quality, communication sources effectiveness, information transmission effectiveness, communication management effectiveness) on organizational effectiveness;

- Identifying best practices in the field of managerial communication to improve its effectiveness as an important factor in ensuring organizational effectiveness;

- Making recommendations for capturing the value of research by implementing the results of the empirical study in the practical communication problems in the units.

The validity of the results of the study is based on the research ethics, namely the code of best practices in the field. We mention that during the doctoral studies, we built upon on our own expertise and knowledge assimilated under the guidance of the doctoral scientific supervisor and the doctoral committee, an activity that has resulted in publications and participation in scientific sessions.

The methodological research complies with the criteria, the requirements resulting from the legislation in force and the regulations of the Institute of Doctoral Studies of Babeș-Bolyai University and the Doctoral School of Economics and Business Management.

The research was also based on a relevant bibliography, respectively on books, articles and studies by recognized authors, published in the literature.

The research complies with the principle of confidentiality of information obtained based on the opinions of questionnaire and interview respondents. The data and information obtained are used in research only in the form of statistical processing.

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