

# **Internal Communication - Its Role and Performance in Developing the Strategy of an Organization**

Florentina PÎRJOL<sup>1</sup>  
Lia Lucica RADOMIR<sup>2</sup>

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## **ABSTRACT**

*The present paper, entitled "Internal Communication - Its Role and Performance in Developing the Strategy of an Organization", aims to identify the importance of internal communication in any organization and especially to identify the way in which the strategy of an organization is influenced by an efficient internal communication. Moreover, with the help of the case study we will be able to identify what are the most efficient means of communication in an organization and also what the employees of a company think about every means of communication used inside the organization in which they work. The final purpose of the questionnaire used for the case study is to identify the role of internal communication within SC PROFI ROM FOOD SRL Company. The questionnaire is also trying to see which are the most efficient means of communication both between the employees of the same department and the means of communication between different departments. To obtain results as relevant as possible for the case study, the questionnaire was applied in several departments inside the organization. Through this case study we aimed to provide a clearer image of the means of communication and of how information is transmitted within a department but also at the company level.*

**KEYWORDS:** *internal communication, strategic communication, means of communication, company strategy.*

**JEL CLASSIFICATION:** *D22, D83, J28.*

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## **1. INTRODUCTION**

In general, people want to work in an organization, whether public or private and especially they want to feel appreciated and respected. An employee works more effectively in an organization where his needs are understood, where he has a good working environment that enhances performances and of course, if he feels that he plays an important part in taking decisions. But these goals are not so easily achieved. However, the successful achievement of these goals requires a continuous effort from the management organization that has to assign a particular importance to internal communication, a step that has to be done in a systematic and organized manner through organizational structures of public relations and human resources management.

Communication is the basic flow that enables the performances of an organization. The way in which resources are used and the way that goals are achieved depend entirely of its quality and functionality.

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<sup>1</sup> West University of Timisoara, Romania, fparjol@yahoo.fr

<sup>2</sup> SC NOSICON SRL, Romania, lia.radomir@yahoo.com

The internal public should be shown the same interest like the external public because the organization depends on this to a greater extent. The internal public, respectively the employees of the organization represent the mechanism that moves the entire organization.

The present paper aims to identify how important internal communication is within the organization's strategy and how can this communication affect long-term goals. With the help of the case study we also want to identify which are the communication channels with the highest efficiency in transmitting information.

In the theoretical part of this paper we approached topics like types of communication such as internal and external communication, focusing mostly on the importance of internal communication. Furthermore, we listed some of the most important means of communication inside an organization, referring in particular to the main ways of information used in internal communication. Another topic that we talk about in the theoretical part refers to organizational communication and to the impact that this type of communication has on the general policy of the organization.

The questionnaire for the case study analyses the situation of the internal communication system within SC Profi Rom Food SRL Company, being implemented in several departments. The questionnaire contains 20 questions and through the received answers we can establish how efficient internal communication is inside the company and also what means of transmitting the information are the most used by the employees.

The paper includes information regarding the role of internal communication in a Romanian company. The implemented questionnaires cannot capture entirely the way in which internal communication affects the proper performance of the company. Although the people that completed the questionnaires work in different departments, the number of the implemented questionnaires is relatively small. However, we consider that the received answers illustrate how information circulates between departments and in what means of communication employees trust mostly. We also believe that this paper represents an image of the importance of internal communication within SC Profi Rom Food SRL Company.

## **2. INTERNAL COMMUNICATION. THE ROLE OF INTERNAL COMMUNICATION**

Information and communication are two different concepts, but closely related to each other. When we talk about information, we talk about the process of informing people, of telling them about certain news and providing them guidance and directives. Communication is the process that puts people in relationship with other people. But, when it comes to communication in an organization, we must mention the fact that there are two types of communication: internal and external communication. External communication includes organization's relations with the external environment, namely with suppliers, business partners. Internal communication is the type of communication that develops inside an organization, within the relations between human resources and the organization itself. It may include managerial communication and communication on personnel level that can be possible between people on the same hierarchical level or between members of different departments. Internal communication main purposes are to:

- Present results and balance sheets;
- Transmit information, knowledge;
- Explain a new direction, a new project or a new method;

It may be considered that internal communication included managerial communication and communication for the personnel (Radu, Tigu, Brandusoiu, State & Tuclea, 2003).

Internal communication is a key component in the process of building the image of an organization, together with the external communication. Organizations are well seen by others when its members are motivated, when they can face any problems encountered as they are properly informed, when they are credible and have a positive attitude. The main purposes of internal communication are:

- Ensuring a good circulation of internal information;
- Operating each of the managerial functions;
- As part of the motivation process, communication makes possible the identification, the knowledge and the proper use of different category of needs;
- In working groups, enhances the links between the members, developing an internal environment based on trust;
- Within the organization personnel policies, communication contributes with positive results to the development of the processes of recruitment, selection, evaluation, improvement and staff promotion;
- Communication contributes to the possibilities of improving performances through the existing feed-back in the process of communication.

After receiving the communication, employees should return to their jobs and perform better than before (Larkin & Larkin, 1994).

## **2.1. Means of communication**

Communication is usually described as a flow of messages from a sender to a receiver using a channel (O'Hair, 2001).

We need to choose some adequate means of communication, so that the process of communication can take place in good conditions. This choice will be made depending on certain parameters such as the content of the message to be transmitted, the internal culture of the organization and the receiver characteristics. Each way has specific characteristics that make it more or less suitable. The internal culture represents an important point in choosing the appropriate means of communication, because it is necessary in the use of certain media. Searching for a better correspondence between the used means of communication and the receiver to whom the message is addressed puts information officers in the situation to divide the employees according to their perceptiveness to the channels of written, oral and audiovisual communication.

The main means of information used in internal communication are:

### **2.1.1. Written communication**

Written communication is the most important tool used in internal communication. The written messages must be clear, readable and they must contain short words known by most people. The sentences must also be short, with a simple structure, containing a single idea or information. The substance must be placed at the beginning of the sentence.

The media of written communication are: the memorandum, the report, the written instructions, the manifest, the poster or the bill poster, the company newspaper, the press magazine, the survey, the box ideas and gestures information.

### **2.1.2. Oral communication**

Oral communication presents a series of advantages that often makes it very important. It generates interactions that can be both verbal and nonverbal. This way of communication represents the main resort of information, negotiation and decision making processes within the company. Its double cognitive and affective dimension makes it a prime factor:

- Of knowledge and recognition;
- Of elaborating a common language;
- Of interaction;
- Of message distortion

Conveying information into oral communication requires a special training and organization; The media of oral communication are: the telephone or mobile phones, individual discussions, meetings, conference, the visit in the organization, the quality circles.

### **2.1.3. Audio-visual communication**

A presentation made with the help of an audiovisual media will bring more clarity on what it was said, making it more interesting and easier to remember. In the audio-visual communication we meet the following media: overhead projector, slides, block notes, the information movie, e-mail, video transmission, cable television.

### **2.1.4. Strategic communication**

Cismaru (2010) defines strategic internal communication as being a set of actions of planned communication, with preset objectives, with the help of which information, performance and trust in the organization are maintain between the employees.

The employees are the key public for the organization, although most of the times organizations neglect the internal public. At first sight, the organization addresses to a wide public, to whom it presents the organization's services. The strategic communication has an impact on the general policy of the organization through two aspects, namely: apart from the customers, the other categories connected with the organization are also important in maintaining a favourable environment. The second aspect is that, that these categories are not homogeneous. Moreover, the messages sent as well as the plan and the means of communication must be specific to each category. To these categories belong the mass-media, the suppliers, the distributors, the employees, the employees' families, the partner organization and the competing organizations. The internal public of an organization is homogeneous only in case of a small organization.

The internal communication activity is conducted according to some well establish stages: research, planning and the implementation and evaluation of the plan. Planning is an important stage for an efficient strategic communication process. If this stage is not accomplished in the smallest details, it can amplify the negative aspects that already exist in the organization. The lack of a good communication plan can lead to:

- Failure in achieving communication goals and image;
- A poor organization of the specialized department;
- A poorly organized internal information;

Prutianu (2004) proposes the following guidelines for proper communication objectives:

- The objective should express a noticeable action at the level of behaviour, attitudes and opinion;
- The content of the action that will externalize the desirable behaviour should be specified;
- The conditions of achievement in relation with who the performances make sense must also be specified;

Two types of strategies are most often used in internal communication, namely:

#### a) Activities of disseminating the information

This process is adopted in relation to the informational goals and has as a final purpose the distribution of representative messages for the organization, products and services offered by it. The tactics that can be used in this strategy are information, internal advertising, the speech of some personalities within the organization, the exposure of informative media in internal public reunions.

#### b) Organization of events

This strategy also aims at transmitting information. The tactics may be: the reaction to an unexpected event, ceremonies, and the events staged for the media, contests and competitions. From the internal communication perspective there are two types of events: events organized for the internal public and events organized for the external public.

Evaluation is a stage of the communication plan that aims the systematic analysis of the development of the internal communication process and its results. Through this stage one can identify the successes, but also the failures, the progresses registered in terms of information and the image of the organization. It also allows the correction of errors, at minimal cost, for similar situations that may appear in the future. The evaluation shows not only if the proposed goals were successfully fulfilled, but also if the communication plan was well designed and the strategies and tactics appropriately used.

### **3. METHODOLOGY AND DATA RESEARCH**

This chapter covers the methodology used in the process of data collection for the case study conducted within SC Profi Rom Food SRL Company. The topics presented in this chapter provide information about the research method used in this paper, the justification of the choosing research methods, the procedure used in data collection, the used data and also the analyzing techniques of the data obtained at the end of the research.

#### **3.1 Research methodology**

Research represents "a systematic, controlled, empirical and critical investigation on certain assumptions about the alleged relationships between certain phenomena". To obtain the necessary results for the case we used as a type of research, the quantitative research. The quantitative research methods are the most frequent and popular ways of obtaining large volumes of data from the social environment for processing and statistical analysis.

The research method used for the case study is the quantitative method, having as a research tool the questionnaire. The case study of the present paper was conducted within SC Profi Rom Food SRL Company. It was applied in several departments of the company, having as a main purpose the identification of the most important means of communication used both inside every department but also in different departments.

The results obtained from the questionnaire will also identify whether there are deficiencies in the informational system, if the employees receive in time all the necessary information to complete their tasks. The identification of a problem will also lead to a solution in order to achieve an efficient communication. An efficient internal communication has a positive influence on the decisional system of the company.

The present paper has several main purposes, namely:

- The identification of the main means of communication used within the company SC Profi Rom Food SRL;
- The identification of the source of information that the employees receive daily from both their colleagues and the manager;
- The identification of some existing communication barriers within the company and the suggestion of some solutions for a more efficient evolution of the communication process;
- The importance of internal communication in the daily course of the company's activities;
- The employees perception regarding the way in which information is transmitted in the departments they belong too, but also in different departments;
- The proposition of alternatives to streamline the communication process.

#### **3.2. Drawing up the questionnaire**

The creation of any questionnaire should start with the detailed, clear specification of the investigated problem. Each question from the questionnaire actually represents an indicator that must necessarily be valid in the communication process (Rotariu & Ilut, 2006).

The research is based on a number of 20 closed questions, each question having multiple choice answers. The implementation of this questionnaire aims at highlighting the importance

of then internal communication within SC Profi Food SRL Company. In order to achieve the desired results, we introduced in the questionnaire questions that highlight, what is the flow of communication from the company, how the information is coordinated and transmitted, what are the barriers in communication, how efficient is communication and also how efficient/effective media channels are in the transmission of information.

The first step in the process of data collection is sending the questionnaire to all individual involved in the research. This questionnaire was previously approved by the managers of each department. The data were collected after all the employees have completed the received questionnaire. The data were collected throughout several days, offering employees enough time to reflect on the enumerated aspects in the questionnaire so that their answers can reflect better the reality.

The research methodology was based on a questionnaire, which required the construction of a representative sample for the research. By definition, sampling is aiming to create a representative research by studying a part of the entire population or the entire assembly that interests the researcher. In order to apply or generalize the results based on this sample to the entire population from which it is extracted, we have to ensure that it represents correct this type of population. The only way to do this is to randomly choose individuals that will be part of the sample.

The process of determining the sample requires a series of specific activities, such as:

- Defining the population involved in the research;
- Choosing the sampling frame;
- Choosing the sampling method;
- Establishing the process for the selection of sample units;
- Establishing the sampling size;
- Choosing the effective units of the sample;
- Conducting field work.

The representativeness of the sample is assured by random sampling method. The probability laws become applicable only if the sampling process is random, making possible the statistical inference from the sample characteristic values to that of the entire studied population. Systematic errors may occur due to the interviewees. Interviewees introduce bias/systematic errors when they tend to respond (deliberately or not) in a way that does not correspond with the reality. Errors of superlative assessment and errors of consent may also occur. To reduce these errors we formulated my questions as clearly as we could. we tried not to influence the received responses, but allow the interviewees to freely express their point of view. The validation of the sampling represents the process by which we characterize the representativeness of the sample in relation with the relevant characteristics of the population under study.

To begin with we included in the sample two persons from each department (acquisition, finance, human resources, marketing, legal, labour protection, IT, operational and sales department) in order to ensure a complete representativeness of the applied questionnaire. In the result of the sampling we obtained a number of 20 people willing to answer the questionnaire.

The questionnaires were personally distributed by us to the employees selected to participate in the research. We decided to apply these questionnaires to people that were in the company for more than 6 months on the assumption that staff older than 6 months are important players in the selected departments and that they have an important role in the transmission of information at the department level, but also at the company level.

The research was conducted in June 2015. The respondents had a week time to complete the questionnaire, the questionnaire being filled at the headquarter company mentioned above.

## 4. DATA ANALYSIS

The Romanian Profi chain store is owned by Polish Enterprise Fund IV, a private equity fund administered by Enterprise Investors. The Profi network of discount and neighborhood stores was founded in Belgium in 1979, and in 2006 operated numbered 146 stores in Belgium, Hungary and Romania (Profi Rom Food, 2016).

The most important step was made in 2009 when the 67 stores already operating in Romania were bought by Enterprise Investors. This procedure was completed in March 2010. So, Profi store network became Profi Rom Food SRL Company and began to expand even more.

Approximately 200.000 customers visit Profi stores every day to enjoy the over about 5000 products offered by them, many at one of the best market prices. PROFİ encourages local production; therefore approximately 80% of Profi assortments are produced in Romania.

### 4.1. Research results

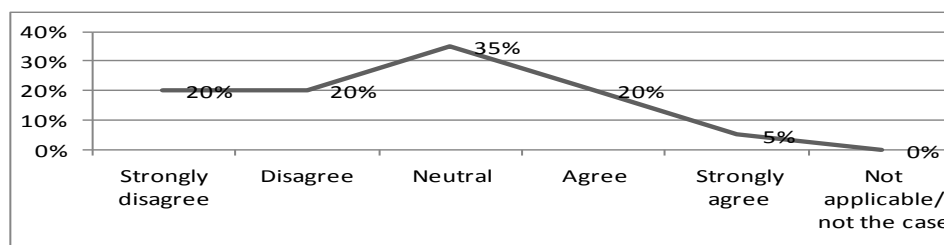
The proposed case study aims at obtaining a clear image of the importance of internal communication within SC Profi Rom Food SRL organization. It also tries to identify the main means of communication used among employees and find out the employees' opinion regarding the efficiency of each mean of communication. The research highlights the way in which the flow of information is enforced, in order to fulfill the strategic objectives of the organization. To achieve the goals/objective set for this case study, we created a questionnaire through which we tried to capture all the aspects of the way in which information is transmitted inside the company and how the lack of an efficient communication system affects the decisional process.

### 4.2. Data analysis

To achieve the set objectives of the present study, we interpreted the received responses for each question in part.

1. Most of the information I receive daily, comes directly from the manager:

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree
- f) Not applicable/Not the case

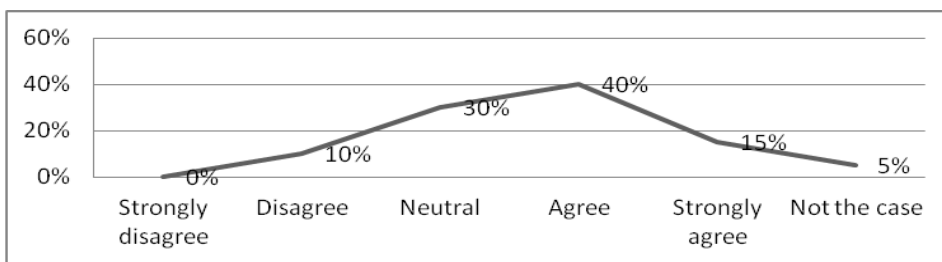


**Figure 1. The answering percentage of the responses to question no. 1**

*Source: authors' research*

The first question of the questionnaire refers to the way in which employees receive information, respectively if this information is coming directly from the manager. As we can see in the chart, 20% of the respondents chose answer *a*. The same percentage of respondents chose answer *b*. 35% percent chose answer *c*, 20% agreed and only 5% opt for the variant *strongly agree*.

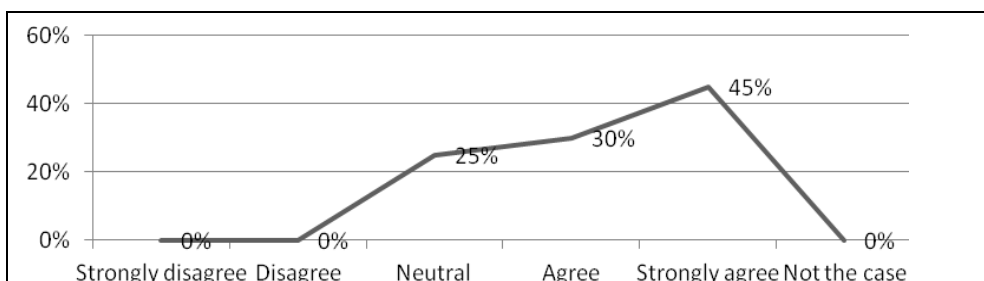
2. In this organization, my ideas are often sent to the senior management:
- a) Strongly disagree
  - b) Disagree
  - c) Neutral
  - d) Agree
  - e) Strongly agree
  - f) Not applicable/Not the case



**Figure 2. The answering percentage of the responses to question no. 2**  
 Source: authors' research

Chart number 2 highlights the fact that the employees' ideas are often sent to the senior management and here we talk about a number of 40% of the employees who chose agree as a variant. 10% of the respondents disagree, 30% were neutral and 15% strongly agreed with the fact that their ideas are often sent to the senior management. Only 5% of the employees chose the last variant (*Not applicable/Not the case*).

3. Most of the information I receive daily comes from my colleagues:
- a) Strongly disagree
  - b) Disagree
  - c) Neutral
  - d) Agree
  - e) Strongly agree
  - f) Not applicable/Not the case



**Figure 3. The answering percentage of the responses to question no. 3**  
 Source: authors' research

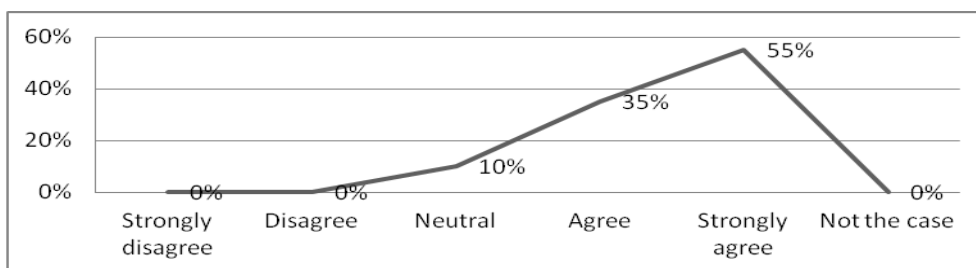
As we can see from chart number three, most of the information that employees receive come from their colleagues. Here, 45% of the respondents strongly agreed, 25% preferred a neutral



answer and 30% only agreed. Interpreting these results we can affirm that the employees of the company receive most of the information they need from colleagues.

4. In this organization the communication lines are “open/free” till the senior management. There are no barriers.

- a) Strongly agree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree
- f) Not applicable/Not the case

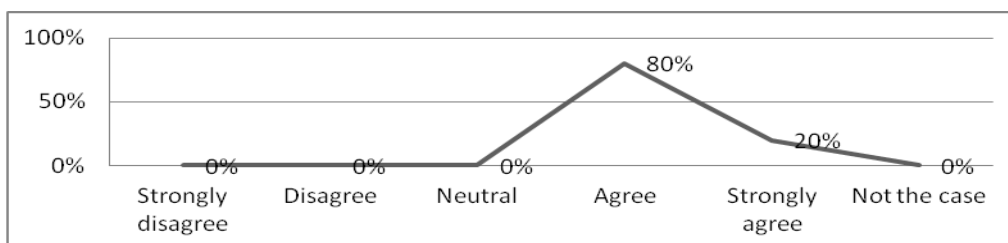


**Figure 4. The answering percentage of the responses to question no. 4**  
 Source: authors' research

According to chart number 4, the communication lines and the senior management are opened. 55% of the respondents said that they strongly agree with this. However, 35% only agreed while 10% preferred the neutral variant. The fact that the communication lines are opened means that inside the company there is an efficient internal communication. There are no barriers between the employees and the senior management.

5. In most of the situations, I receive the information I need in order to fulfil my duties:

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree
- f) Not applicable/Not the case



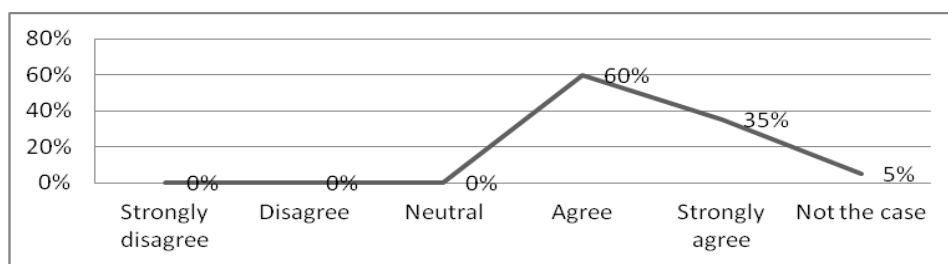
**Figure 5. The answering percentage of the responses to question no. 5**  
 Source: authors' research

On question number 5, the respondents chose only two of the six possible answers. So, 80% of the respondents chose answer d (*Agree*) and 20% answer e (*Strongly agree*). Analyzing the obtained data we can say that once again, we have an efficient internal communication inside the company, the employees receive all the information they need to fulfil their duties. If the

employees carry out their duties it means that the senior management will make the correct decisions for the organization.

6. My colleagues and I we share the information we need to successfully fulfil our duties:

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree
- f) Not applicable/Not the case



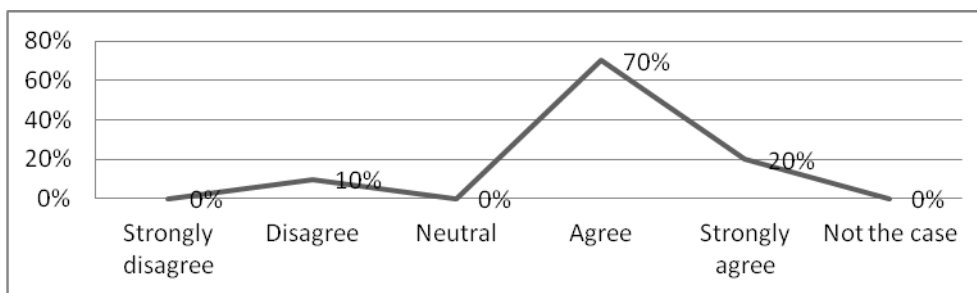
**Figure 6. The answering percentage of the responses to question no. 6**  
 Source: authors' research

According to chart number 6, the employees of SC Profi Rom Food SRL Company share the information they need to fulfil their everyday duties. 60% of the respondents agreed and 35% strongly agreed with this. 5% considered that it is not applicable. The information is easily transmitted between the employees. There are no barriers which mean that we can identify an efficient internal communication that influences the decisional process in that, that the information is transmitted on time and the duties are successfully completed.

7. My department has no problem in sharing the information with other departments:/My department shares easily information with other departments:

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree
- f) Not applicable/Not the case

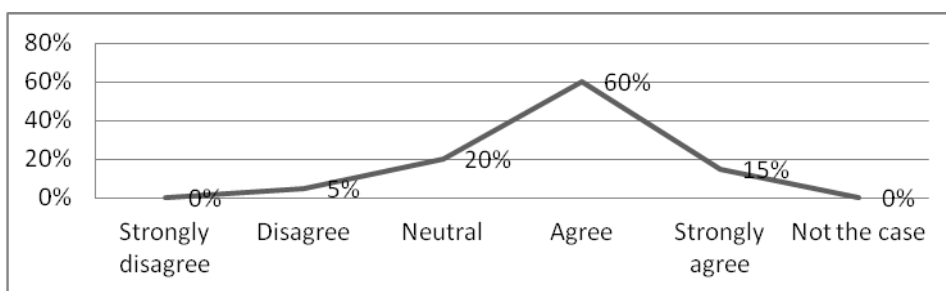
Chart number 7 shows if the information is efficiently transmitted between the departments of the organization. 10% of the respondents said that they disagree, while 70% agreed and 10% strongly agreed. We can say that 90% of the respondents share information with other departments of the organization.



**Figure 7. The answering percentage of the responses to question no. 7**  
 Source: authors' research

8. In most departments, there is a tendency for one or two people to hold important information:

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree
- f) Not applicable/Not the case

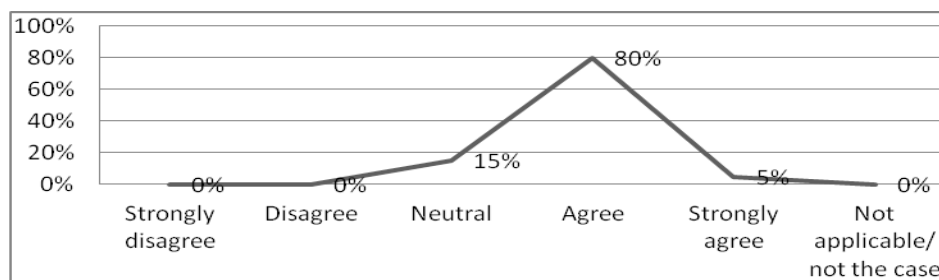


**Figure 8. The answering percentage of the responses to question no. 8**  
 Source: authors' research

Through chart number 7, we can see the fact that in most the departments of the organization there are certain people that hold important information. A majority of 60% said that they agree, while only 5% disagreed with this fact. A number of 15% strongly agreed and 20% chose a neutral answer. It is very important that these people that hold many information to share them with the rest of the colleagues in the department.

9. This organization encourages the sharing of ideas and information between departments:

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree
- f) Not applicable/Not the case



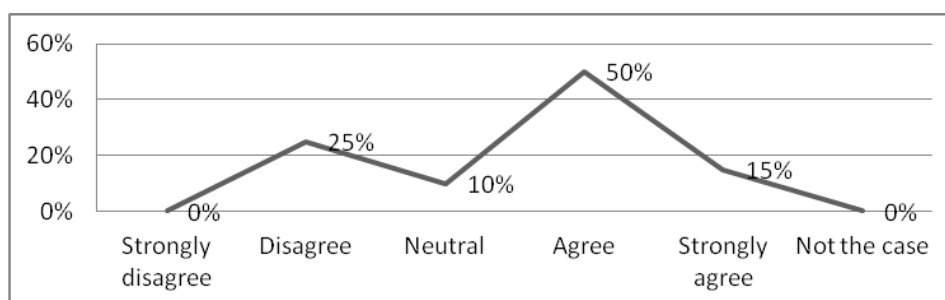
**Figure 9. The answering percentage of the responses to question no. 9**

Source: authors' research

It is very important for an organization to encourage the sharing of ideas and information between departments. In this way the internal communication is more efficient and the senior management can easily take important decisions. As we see in chart 8, 80% of the respondents consider that the organization in which they work encourages the sharing of ideas and information between departments. 5% chose answer e (*Strongly agree*) and only 15% chose the neutral answer.

10. Most of the information I receive everyday is detailed and precise:

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree
- f) Not applicable/Not the case



**Figure 10. The answering percentage of the responses to question no. 10**

Source: authors' research

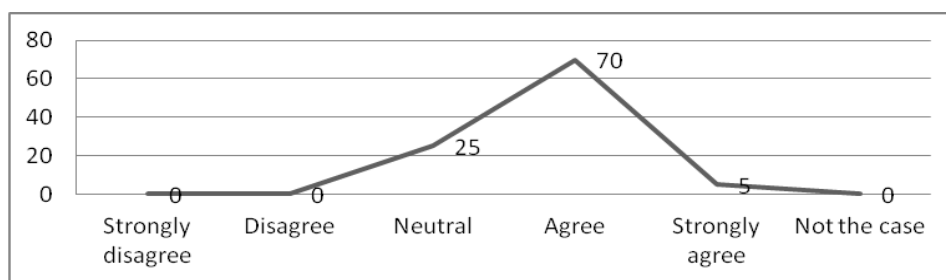
On question number 10 a majority of 50% of the respondents said that they agree, 15% strongly agreed, 25% disagreed and 10% chose neutral as answer. According to the obtained data, 65% of the respondents consider that most of the information they receive everyday is detailed and precise. This thing helps the employees to successfully fulfil their duties.

11. Most of the information I receive from my manager is detailed and precise:

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree
- f) Not applicable/Not the case

Chart number 11 highlights the fact that the information that employees receive from the direct manager is detailed and precise. 70% of the respondents chose answer d (*Agree*), 5%

answer e (*Strongly agree*) and 25% chose answer c (*Neutral*). To successfully fulfil their duties and in a timely manner, the managers must offer the employees all the information detailed and precise.



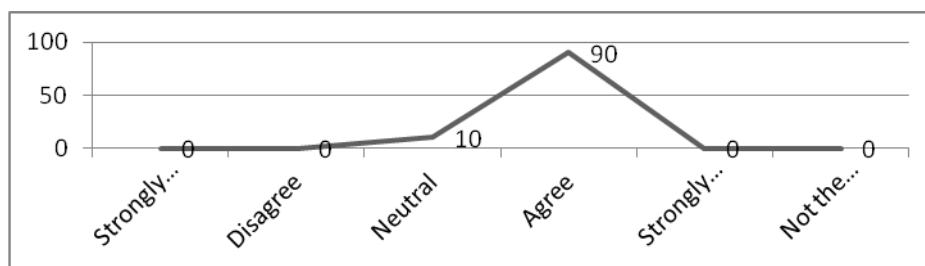
**Figure 11. The answer percentage of the responses to question no. 11**

Source: authors' research

12. Most of the information I receive from my colleagues is detailed and precise:

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly disagree
- f) Not applicable/Not the case

At this question employees chose, in a number of 90%, answer d (*Agree*) and the rest 10% answer c (*Neutral*). So, the information that the employees receive from their colleagues is detailed and precise. This fact influences the way in which they fulfil their duties. When the flow of information within the company runs efficiently, the results can be observed when the senior management takes decisions that can affect the organization.

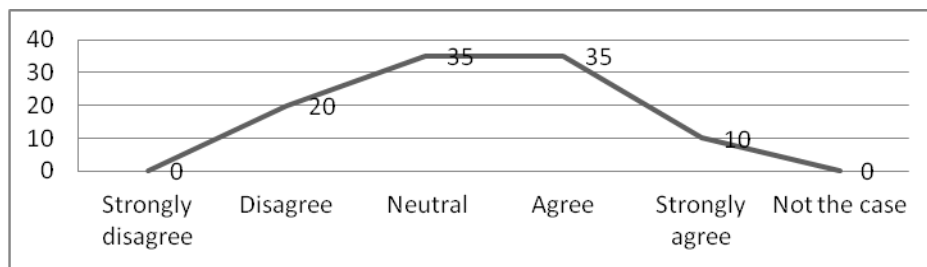


**Figure 12. The answer percentage of the responses to question no 12**

Source: authors' research

13. The communication with other departments is detailed and precise:

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree
- f) Not applicable/Not the case

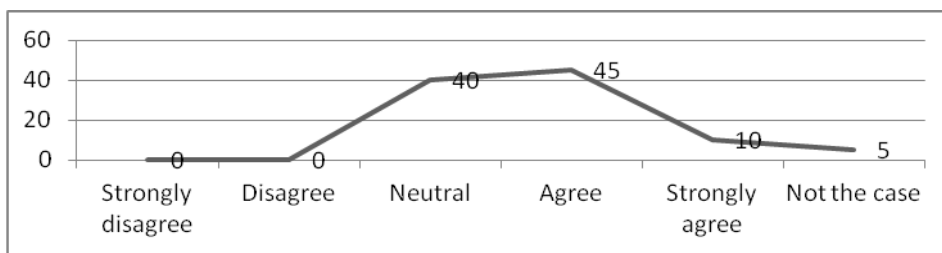


**Figure 13. The answer percentage of the responses to question no. 13**  
 Source: authors' research

The communication between departments is also very important for a proper fulfilment of the everyday duties. The data obtained from the questionnaire shows that 10% of the respondents strongly agreed, 35% agreed, 35% were neutral and a number of 20% disagreed.

14. Most of the information coming from the senior management is detailed and precise:

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree
- f) Not applicable/Not the case

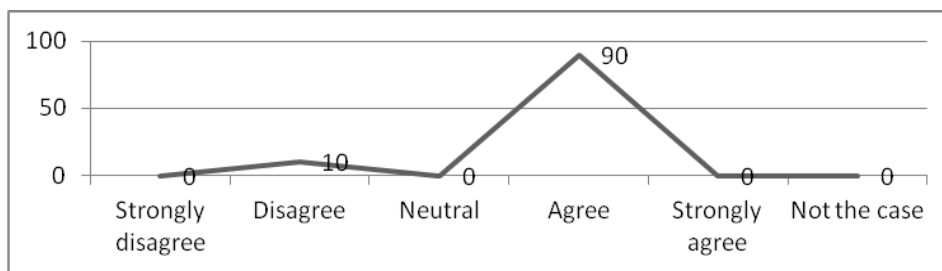


**Figure 14. The answer percentage of the responses to question no 14**  
 Source: authors' research

If on question number 11 we noticed that the information that employees receive directly from the manager is detailed and precise, on question number 14 we can see that the information received from the senior management is also detailed and precise. 10% of the respondents strongly agreed, 45% agreed, 40% were neutral and 5% said that is not applicable/not the case.

15. I receive the information I need to fulfil my duties on time:

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly disagree
- f) Not applicable/Not the case

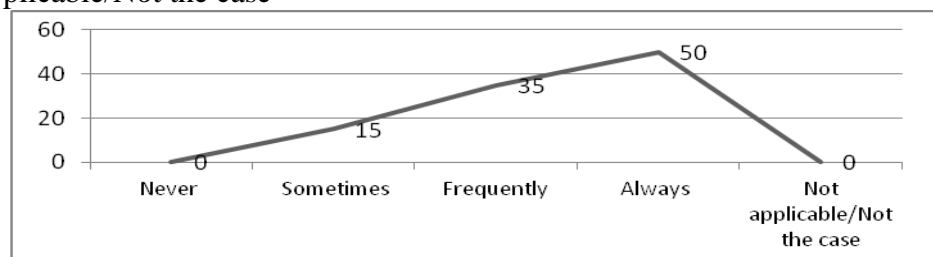


**Figure 15. The answer percentage of the responses to question no. 15**  
 Source: authors' research

Chart number 15 tries to see if the employees of the organization receive the information they need in a timely manner. Thus, 90% of the respondents chose answer d (*Agree*) and the rest 10% answer b (*Disagree*). We can say that the majority of the employees receive the information they need to fulfil their duties on time. So, they can successfully fulfil their daily tasks, thing that influences directly the managers when they take certain decisions for the organization.

16. I receive via e-mail most of the information and news about the company:

- a) Never
- b) Sometime
- c) Frequently
- d) Always
- e) Not applicable/Not the case

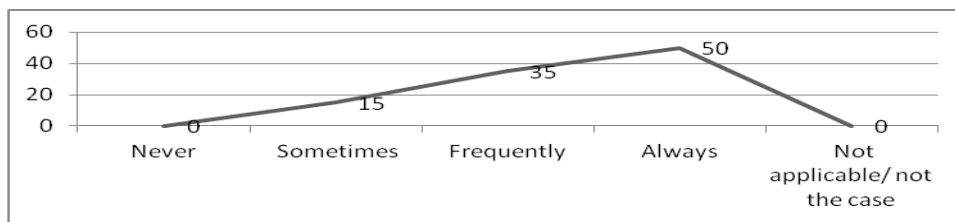


**Figure 16. The answer percentage of the responses to question no. 16**  
 Source: authors' research

Through chart number 15, we can see that the e-mail is one of the most used ways of transmitting the information within the organization. 50% of the respondents said that they always receive most of the information and news about the company via e-mail. However, 35% said that this thing happens frequently and 15% said that this only happens sometimes. None of the respondents opted for answer a (Never) which means that all the employees use this mean of communication no matter how big or small the number of the transmitted information is.

17. I receive through intranet most of the information and news about the company:

- a) Never
- b) Sometimes
- c) Frequently
- d) Always
- e) Not applicable/Not the case

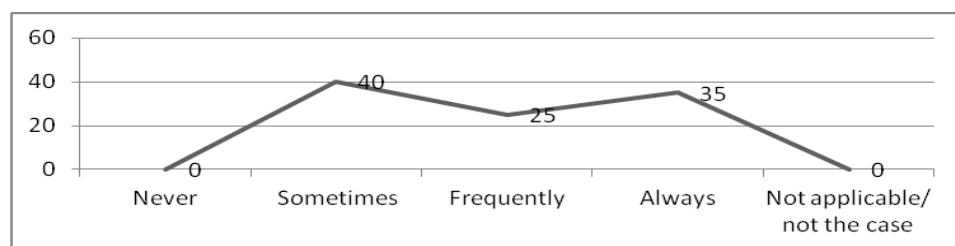


**Figure 17. The answer percentage of the responses to question no. 17**  
 Source: authors' research

Besides the e-mail, the employees also use the company's intranet. To see its efficiency, we will interpret the data obtained in chart number 16. 50% of the respondents answered *Always*, 35% *Frequently* and 15% *Sometimes*. We can see that the intranet plays an important part in the transmission of information to employees.

18. I receive most of the information and news about the company from company publications and newsletters:

- a) Never
- b) Sometimes
- c) Frequently
- d) Always
- e) Not applicable/Not the case



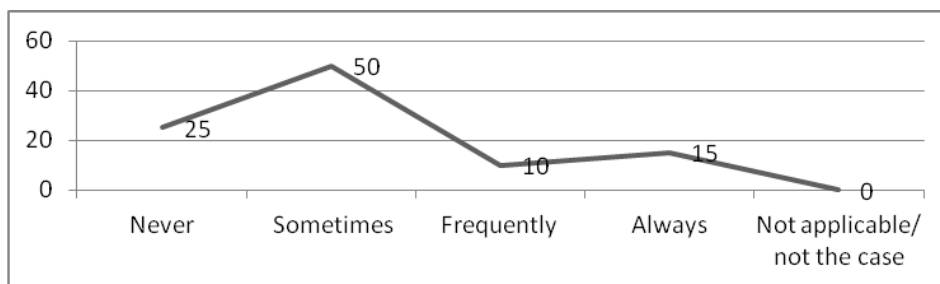
**Figure 18. The answer percentage of the responses to question no. 18**  
 Source: authors' research

Chart number 18 highlights the fact that some employees receive information about the company from publications and newsletters. Thereby, a number of 35% of the respondents said that they always receive information from publications and newsletters. 25% said that they use this mean of communication very frequently and 40% only sometimes.

19. I receive most of the information and news about the company through memos or fax machines:

- a) Never
- b) Sometimes
- c) Frequently
- d) Always
- e) Not applicable/Not the case





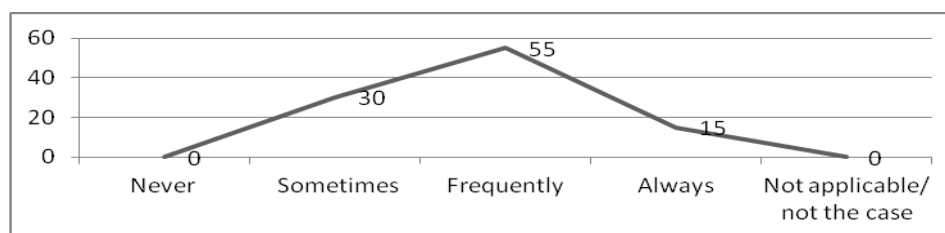
**Figure 19. The percentage answer of the responses to question no. 19**

Source: authors' research

Another mean of information is represented by memos and fax machines. Therefore we have the following percentages: 25% answered *Never*, 50% *Sometimes*, 10% answered *Frequently* and 15% *Always*. As we can see from the data, these two means of communication are not very used by the employees. Moreover, there are employees that do not use this way of information.

20. I receive most of the information and news about the company from the direct manager:

- a) Never
- b) Sometimes
- c) Frequently
- d) Always
- e) Not applicable/Not the case



**Figure 20. The answer percentage of the responses to question no. 20**

Source: authors' research

The last question of the applied questionnaire within the company highlights the percentage of employees that receive information and news from the direct manager. The obtained data shows the fact that 30% of the employees sometimes receive information about the company from the direct manager. 55% answered *Frequently* and only 15% said *Always*. In a major percentage, the employees declared that they frequently receive information and news about the company from the direct manager. There is no employee to declare that he had never received this type of information from the direct manager.

## 5. CONCLUSIONS

The employees are considered the most important resource of a company and the way in which they are actively involved in the strategic objectives of the company they belong too is essential to achieve the expected performances of the senior management. Internal communication plays an important part in the development of the strategy of the organization. This type of communication offers employees important information about the position they occupy, about the organization in which they work, about the external environment and also offers them information about other employees. The way in which employees of certain

department share information among themselves and also with other departments can affect the way in which they perform their duties. If important information is sent on time and if there are no communication barriers between the employee and the senior management, we can say that within that organization there is an efficient internal communication. This thing also influences the way in which decisions are taken at a higher level.

The questionnaire applied inside SC Profi Rom Food SRL Company highlights the fact that there are no communication barrier between the employees and the senior management and also that the information is easily transmitted between departments. The most used way of transmitting the information is the e-mail so, the ideas of the employees are sent to the senior management. Another way of transmitting the information is the intranet. The questionnaire showed the fact that 50% of the respondents use the intranet as a way of gathering information.

We can see that the employees of SC Profi Rom Food SRL Company receive on time the information they need in order to fulfill their duties. This information is mostly received from colleagues but also from the direct manager.

Regarding the transmission of information from the direct manager to the employees, the obtained data shows the fact that 30% of the employees sometimes receive information about the company from the direct manager. However, 55% said that this happens frequently and 15% declared that they always receive the information they need from the direct manager. There are some questions were a large number of respondents chose the answer Neutral. This means that they prefer not to express any opinion on the described situation.

Senior management needs all the information sent by the employees on time, to take certain decisions that affect directly the company. As we observed from the data obtained by applying the questionnaire, SC Profi Rom Food SRL Company has adopted a style of management based on an efficient internal communication, meaning that the information is easily sent between all departments to the senior management.

From our point of view, internal communication contributes at motivating the employees by their personal involvement and built confidence. The results obtained from the questionnaire offer an accurate perspective on how information is transmitted inside SC Profi Rom Food SRL Company. I noticed that employees communicate efficiently with other departments but also with the direct manager and with the senior management. The most used ways of transmitting information are e-mail, company's intranet, internal publications and also the fax. In conclusion, an efficient internal communication represents the only way by which people can correlate their efforts in order to achieve the organization's objectives. Any manager that promotes open communication within the company understood how important it is for the development of the organization's strategy. If the employees trust the organization they belong to and if their ideas are always sent to the senior management, they will contribute with all their efforts to the welfare of the organization.

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