

## PROFESSIONAL COMMUNICATION IN COMPANIES

**Monica Condruz-Bacescu**

*Department of Modern Languages and Business Communication, Faculty of International Business and Economics, Bucharest University of Economic Studies, Romania  
monicabacescu@yahoo.com*

**Abstract:** *The paper focuses on the issue of professional communication in companies. Communication is the art of transmitting messages and deciphering different information. The term professional communication refers to the various forms of speaking, listening, writing and responding carried out both in and beyond the workplace, whether in person or electronically. From meetings and presentations to memos and emails to marketing materials and annual reports in business communication, it is essential to take a professional and formal tone to make the best impression on colleagues, supervisors, or customers. The ability to communicate with people both inside and outside an organisation is a key characteristic of successful business builders. Effective communication strengthens the connections between a company and all of its stakeholders and benefits businesses in numerous ways: stronger decision making and faster problem solving; earlier warning of potential problems; increased productivity and steadier workflow; stronger business relationships; clearer and more persuasive marketing messages; enhanced professional images for both employers and companies; lower employee turnover and higher employee satisfaction; and better financial results and higher return for investors. Usually in organizations there are two types of communication networks: formal and informal. Formal communication networks are those through which messages circulate on official channels, information moves within the chain of command where almost everything is established and regulated by well specified rules. This type of communication is influenced by many factors including the structure of the organization, the type of technology used. Informal communication networks operate through spontaneously created informal channels. Such networks are diffused and sometimes only overlap with formal ones. Informal communication networks operate through spontaneously created informal channels. The informal circuit can be unexpected even for the members of the organization. This circuit appears in the context of professional-affective relationships. In such a network circulates opinions, aspirations, emotions, dissatisfaction and gossip. The dynamics of these channels is uncontrollable, constantly changing. Often the information on informal channels is more honest. Informal communication better corresponds to the psychological needs of people, similarities of age, sex, concerns (professional or otherwise).*

**Keywords:** professional communication; information; organisations; networks; ethics; channels

## 1. Preliminary considerations

Communication is a topic at the intersection of several disciplines: social psychology, semiotics, linguistics, social anthropology, philosophy, sociology. As a result, it can be said that its approach is interdisciplinary or even transdisciplinary. Competences in the area of communication most often ensure the success of activities in all fields. The concept of communication itself is overloaded with meanings in both common and theoretical language. In Latin, *communis* indicates the fact of being in a relationship, of agreeing and doing something in common. Historically, the concern for good communication has its origins in ancient times. In ancient Greece, for example, there was a constant concern for the art of rhetoric (see Socrates, Aristotle, Plato, Cicero). Today it is a real fashion for public speaking, oratory-speaking people from very different fields, investing in gaining such skills.

Communication is the art of transmitting messages and deciphering different information. Communication has some defining features: it is inevitable, continuous, irreversible; it takes place at many levels (informational, relational, normative); it involves processes of adjustment and accommodation. All the definitions of human communication, regardless of the schools of thought they belong to or the ideological orientations, highlight human communication as a necessity for people. Communication is essential in any type of human relationship. Individuals know each other through communication. Man needs to know others and become known to others.

A person consumes an average of 11 hours a day communicating on various communication channels. The quality of the human relations, the degree of cohesion of the group and the efficiency of the act of coordinating a human community, all depend on the content, dynamics and credibility of the message communicated. The classification of human communication' forms is made according to several criteria:

- interpersonal, intrapersonal or mass communication (criterion: number of participants);
- direct and indirect / mediated communication (criterion: the spatial or temporal context of the messages);
- verbal (oral or written), non-verbal communication (body language: body position, personal space, eye contact, clothing, etc.) and / or paraverbal (such as words, tone of voice, pauses, speed of speech) (criterion: the tools used).

It can be easily seen that the problems of human communication are many and complex. The theoretical debate on human communication in the contemporary era of globalization is gaining new aspects and meanings. Computer technology has produced serious changes, causing a permanent rethink even in defining the concept, in the search for competitive models of communication in the development of types and techniques of communication meant to accelerate the process.

The term *professional communication* refers to the various forms of speaking, listening, writing and responding carried out both in and beyond the workplace, whether in person or electronically. From meetings and presentations to memos and emails to marketing materials and annual reports, in business communication, it is essential to take a professional, formal tone to make the best impression on your audience, whether its members be your colleagues, supervisors, or

customers. Good professional communication means „writing or speaking that is accurate, complete, and understandable to the audience”.(Bertrand, 2014:85)  
One issue in today's global, interconnected economy is the potential for miscommunication when dealing with people of other cultures if employees are not sensitive to the norms of people that they have to interact with—and a company does not have to be dealing with people across the globe for this to apply.

## **2. Communication in organisations**

The ability to communicate with people both inside and outside an organisation is a key characteristic of successful business builders. Effective communication strengthens the connections between a company and all of its stakeholders in numerous ways: stronger decision making and faster problem solving; earlier warning of potential problems; increased productivity and steadier workflow; stronger business relationships; clearer and more persuasive marketing messages; enhanced professional images for both employers and companies; lower employee turnover and higher employee satisfaction; and better financial results and higher return for investors.

The importance of communication is not surprising when considering the staggering amount of time people spend communicating on the job. According to Sullivan “workers send and receive an average of 2000 messages each day via telephone, email, faxes, papers, and face-to-face communications. The average business executive spends approximately 75% to 80% of the day engaged in oral or written communication”. (Sullivan, 2016:74) The need for communication skills is important in virtually every career. Technical people with good communication skills earn more, and those who are weak communicators suffer. “American businesses spend 3.1 billion dollars annually training people to write. At least 80% of companies in finance, insurance, real estate and services assess writing skills during their hiring processes”. (Beebe, Mottet, 2017:104) Moreover, communication plays a key role in efforts to improve efficiency, quality, responsiveness and innovation.

In order to achieve their goals, organizations are structured into relatively autonomous social entities with distinct particularities and with their own group life. Organizational communication is a relatively new field. The research in this area appeared and developed in the era of industrialization and developed capitalism. In the 1920s, when the number of organizations increased significantly, these researches multiplied in response to the social need to improve the organizational management.

The main communication models in organizations circulating in the specialized literature are (Quintanilla, Wahl, 2016: 95):

- communication as interaction that can be linear (sender-receiver) or more complex: a source sends a message that reaches the receiver, is decoded and feed-back is sent to the original source.
- communication as transition. The meaning comes from the combination of participants communicating in specific contexts. Meaning that will not be limited to the content of the words but also includes intentions, contexts, attitudes, stories. Participants participate with prejudices, presuppositions, feelings, experiences, attitudes, etc. which influence the reception of

messages. Communication cannot be broken into distinct parts (source, message, receiver) and has no beginning and no end.

- communication as a structure not only in the sense of a certain infrastructure but also of human interactions, labor relations, experiences and rules, values and beliefs. The structure of the organization appears as an image imposed on the communicative behavior.

At present, communication problems in organizations are becoming more complex. "The development of new communication technologies, the fact that we are today in the era of global communication, has fundamentally changed the ways of transmitting information and human relations".(Quintanilla, Wahl, 2016: 25) Intra and interorganizational diversity is another feature of the organizational spectrum with important consequences on organizational communication. There have been major changes in the structure of organizations (minority groups entering the labor market, internationalization of the labor force, demographic changes, etc.) that have determined the organizations to a process of learning intercultural communication and respect for human rights.

There is also a tendency towards horizontality, towards flattening of hierarchies, empowering employees (collaborators, partners, consultants). All these changes have resulted in complex processes of adjustment and adaptation of organizations to the new global environment, through new communication strategies, with a major focus on the management of organizational communication.

The objectives of communication in organizations are (Roman, Raphaelson, 2014: 101):

- information / transmission of information;
- positioning (communicate the desired identity, the image you want in the communication situation). Communication as an instrument of existential positioning corresponds to the need to recognize the role and status held.
- facilitating adherence to the common values of your own organization and cooperation with other organizations on this basis.
- mobilization in order to achieve internal coherence, collective identity and attempt to enroll in a wider trend.
- evaluation is either relational (sympathy / antipathy in order to determine the nature of the relationship with the interlocutors) or normative (it cannot be communicated without a minimum system of shared rules).

#### *Types of communication in organizations*

Communication in organizations is a very complex phenomenon; depending on the direction of communication there is internal and external communication. Separations between identifiable boundaries appear between organizations. In an organization, a number of individuals agree to cooperate in order to achieve a goal by communicating with each other (internal communication) and at the same time communicating with the other organizations to achieve wider interests of the society as a whole (external communication). The two types of communication are complementary. Usually, any external communication is preceded and followed by internal communication. External communication is addressed to clients, suppliers, politicians, civil society, etc. and focuses on product, advertising and marketing, public relations and lobbying. Internal communication generally refers to the set of functional and psychosocial interactions within an organization and considers various levels:

- interpersonal relationships within the organization (motivational issues, staff recruitment, daily service relationships, spatial organization of jobs);
- distribution, circulation and use of information (making procedures, dissemination of internal information);
- management communication between management and employees, aspects of human resources management.

Regarding the meaning, communication in organizations can be:

- descendant (hierarchical, video, phone);
- ascending (suggestion box, display, surveys);
- lateral / horizontal - between departments or sectors on the same hierarchical level (group frustrations may appear here). Frustrations often have their source in group psychologies that tend to self-value at the expense of other groups (according to group theory);

- crossed (diagonally or obliquely) between people at different levels of the organization without intermediaries (general meeting, informal at certain holidays).

Depending on the degree of formalization, there are formal organizations (orders, written or oral regulations); informal (usually informal leaders transmit rumors, gossip). Depending on the way of communication within the organization, there is: direct communication, face-to-face which in turn can be unilateral (descending) or bilateral (it is waiting for feed-back). "New type organizations develop special techniques for this type of communication with creative potential (project teams, creative, design groups) and indirect - impersonal, reciprocal or unilateral communication depending on the transmission channel (telephone, email)".(Roman, Raphaelson, 2014:45)

Depending on the form of communication within organizations, there is written communication (letters, notes, information files, display, box for ideas); oral communication (discussions, integration seminars, annual conventions, visits, telephone dialogue); multimedia communication (film, telephone conference, video conference, internet)

The knowledge and recognition of communication problems in organizations is of particular importance for the efficiency, prestige and quality of work in that organization. The problems of communication in organizations are many, and in the present age they are treated with all the attention. Through the communication policies of an organization, communication strategies are adapted to different contexts, responsibilities are set, results are evaluated.

### **3. Formal and informal communication networks and channels in organisations**

An organization is a social system in which and through which people interact for the achievement of common goals. In order to harmonize the general goals with the individual goals of the organization, an important role is played by the management of the organizational communication, which is achieved mainly through the various channels and communication networks. Both at the theoretical level and especially at the practical level, the most efficient solutions and methods are sought for efficient messages and information exchange in organizations. Through communication channel, I understand the access path of the individual to his partners, the environment through which the messages are transmitted and received (online newsletters, teleconferences, team building, specially organized

events, mentoring programs). The communication network designates the set of communication channels and the environment in which the communication is carried out in relation to the respective group or the task assumed. Metaphorically it can be said that networks and channels are veins through which blood flows (information, messages). The channel has the role of conveying the information and messages necessary for the functioning, success or survival of an organization. The proper functioning of a communication network depends on a number of factors such as the coherence of the organization, the existence of a good communication plan, the understanding of the leaders, the quality of the listening, etc. The communication specialists, given the diversification of the communication channels, have the role to make a good selection, at the right time, of the access and use of certain channels.

Communication networks and channels are distinguished by:

(a) degree of system interdependence. Universities, for example, are poorly coupled organizations as opposed to the chain of Mc Donald restaurants which by their nature require a high degree of interdependence;

(b) the degree of psychological interdependence / identification of the members of the network with the objectives of the organization. From this point of view, a family business organization is an organization with higher connectivity than a multinational organization. It is interesting to note that over-connectivity in an organization has disadvantages related to collective thinking. If everyone thinks the same then often the solution to a problem cannot be found and sometimes an external consultant, someone outside is needed. This phenomenon is known in the literature as "the paradox of weak links".(Coman, 2013: 47)

Usually in organizations there are two types of communication networks: formal and informal. Formal communication networks are those through which messages circulate on official channels, information moves within the chain of command where almost everything is established and regulated by well specified rules. Messages are usually recorded and kept in the organization's records (work orders, reports, inventory, job descriptions). During the formal communication, the formal roles, rights and duties expressed in desirable behaviors are activated. This type of communication is influenced by many factors including the structure of the organization, the type of technology used, etc. Formal communication can develop in two directions. This can be vertical communication that can be downward (top to bottom) and upward (bottom up) or horizontal communication (between employees in similar positions).

Downward communication occurs from bosses to subordinates, its purpose being the division of tasks, the explanation of the regulations, the delimitation of responsibilities, the delegation of the authority, etc. The transmitter is the manager, the purpose being to motivate the employees, to transmit the characteristic values to the collective identity, to influence behaviors in the desired direction. Although it is desired through this type of communication, the design and maintenance of the culture and positive climate of the organization, things are not always so. Sometimes a closed system is created that sometimes privileges the information power of some groups without giving the necessary additional explanations, which produces resistance to change. There is not always a correspondence between the intentions of the heads and the perception of the other members of the organization. This is largely explained by dysfunctions that appear along the way: a tense state, conflicts.

Upward communication is directed from employees to bosses. In this way, information is communicated about the implementation of decisions, the fulfillment of tasks, activities in progress. It is a communication that functions as a feedback for the management of the organization, the information treated seriously by bosses can be an important resource for knowing the working climate and for improving the organization's activity. A deficiency of this communication is the interpretation and filtering of the information provided to the superiors, the fact that there appears the tendency of intentional distortion of situations due to personal interests, conflicting states, attempts of certain employees to increase their influence. It would be ideal for employees to exchange information on professional topics horizontally. However, in most organizations this type of formal communication is weaker, with informal channels being preferred. Formal communication structures and networks can also be classified into centralized networks, with a single hierarchical level, or decentralized depending on the product line or geographical area.

Informal communication networks operate through spontaneously created informal channels. Such networks are diffused and sometimes only overlap with formal ones. If one perceives organizational communication as a road map then what one sees on the map are national and regional roads (formal channels). What one doesn't see - the smaller, bypass routes are the informal channels. The informal circuit can be unexpected even for the members of the organization. This circuit appears in the context of professional-affective relationships. In such a network circulates opinions, aspirations, emotions, dissatisfaction and gossip. The dynamics of these channels is uncontrollable, constantly changing. Often the information on informal channels is more honest. Informal communication better corresponds to the psychological needs of people, similarities of age, sex, concerns (professional or otherwise). Informal communication has a double advantage: on the one hand it has a utilitarian value for the organization, on the other hand a therapeutic role. Such channels create the work climate and solidarity necessary for an organization. Informal communication goes parallel to formal communication but with a faster pace and therefore with greater efficiency. In the specialized literature, experts talk about non-centralized informal networks such as *circle* and *chain*, in which there is no privileged position regarding the information circuit. (Roman, Raphaelson, 2014: 58)

In the circle type network, there is the disadvantage that one member communicates with only two others which reduces the group interaction. In the chain-type network, however, there is no solidarity, the leadership is of the "laissez faire" type, which creates a certain neutrality in relation to the objective pursued. More appreciated is the form of informal communication known as *vine* (*grapevine*-name that comes from the fact that during the civil war the telegraph wires for secret messages were hanging from tree to tree so that they resembled a vine).

In this case, the channel activates if the other channels are blocked, inaccessible or unsafe. This type of communication fills the information gaps, offers explanations for some decisions being very active in times of change, choice, crisis. It is a type of communication with a powerful therapeutic role. Such a form of communication is what we commonly call the rumor. The rumor, the gossip, is among the oldest forms of communication between people being considered very important social and cultural phenomena in the life of a society, an organization. The rumor is "an assertion intended to be believed that it relates to the actuality,

disseminated without being officially verified; a special case of informal communication that includes myths, legends, jokes".(Kapferer, 2006:91). The rumor is a process of transmission of information with a value that can affect the group to which it refers, in which the transmitted messages travel in the organization without an apparent structure, without a clear direction. To become a rumor, information must be important but also sufficiently ambiguous. The rumor is a powerful weapon. Even if it is often spontaneous, there are also rumors of a premeditated nature (they occur especially in very competitive environments and situations). A brand can die if it is attacked by an uncontrolled rumor. A politician can be buried with the help of rumors. An organization's reputation can be shattered by a few such messages. A simple rumor can create mass hysteria with unexpected effects. Rumors especially appear in times of crisis, change, uncertainty, when formal communication is not sufficient and efficient, when the volume of new information is too large, when, for various reasons, direct communication is not easy. Although it often has negative connotations being considered a disruptive factor in the communication process, such communication, done in moderation, has many advantages. People who contribute to the rumor play different roles in an organization. There is a real division of labor. "We can have the instigator, the interpreter, the opinion leader, the opportunist, the receiver, the rumor-resistant". (Kapferer, 2006:58).

Rumors in an organization cannot be eradicated but can be controlled and diminished. This is due to the efficient management of internal communication. Silence or denial can be used as communication strategies. One can take a radical attitude, at the management level, by blocking and monitoring personal emails or by dismantling the coffee machine (as an informal place of speech). Instead of controlling the gossip, some influential people can be used to counter the rumors, to feed the rumor network with the correct or desired information.

Recently, a new form of informal communication in organizations - storytelling is being considered. The role of stories for the leadership of an organization is already investigated, being an independent field of study in which there are professionals. Each of us grew up with stories and assimilated a series of cultural norms and customs through stories. Storytelling plays a fundamental role in understanding people's lives so it is natural for them to play an important role in communicating in organizations. People have always told stories that they have passed down from generation to generation through music, poetry, drawing and words. Through stories, culture is transmitted and learned, experiences are shared, intimacy is created, meaning is made, emotional connections are made. Storytelling is increasingly accepted as a viable method of achieving certain managerial goals. In an organization, storytelling can be the best way to interact with the people you lead. Leadership in an organization means inspiring people to act, it means convincing. Knowing how to speak to them according to the rules of the story can be the solution to achieve these things. From this perspective, it can be said that the story is profitable. A brand is built and maintained through stories. The image of a manager is often based on a story created around his charisma, ascension or notoriety of his family.



#### 4. Examples of poor and professional communication

Professional communication is one of the pillars of any organisation, as poor or effective communication directly impacts company performance. Sharing information, sending instructions, planning and learning are all forms of professional communication directly affecting the company.

Chamber's study (2018) analysed 390,000 employees in 81 organisations spread over 10 countries and found several key differences in communication between high-performing and average companies:

- High-performing organisations were twice as likely to use less jargon when communicating, keeping language simple and direct. Only 21% of employees in average organisations claim to use jargon-free communication.
- Average organisations are 40% more likely to pack messages into their communication. High-performers prefer to avoid cluttered and mixed messages.
- High-performance companies are 60% more likely to consider their audiences when communicating. (Chambers, 2018:12)

These are simple dos and don'ts that can easily be incorporated into any communication strategy to improve organisational productivity:

Table 1. Informal to formal phrases

	Poor communication	Professional communication
1	I <b>just</b> need to finish this report. ('Just' is an unproductive word that makes you look apologetic for needing something.)	I need some time to finish this report.
2	Our clients are <b>very</b> happy about our new product. (The word 'very' is intended to enforce a statement but instead dilutes it.)	Our clients are ecstatic about our new product.
3	I have <b>stuff</b> to do before the meeting. (Perhaps you know what you mean by 'stuff', but the recipient of your message doesn't and this makes you look unsure of yourself.)	I have to finish the X report before the meeting.
4	<b>So</b> , the <b>uh</b> manager will see you in around... <b>um</b> ... half an hour. (On average people use filler words for every 4 seconds of spontaneous speech. Communicate with authority by replacing these words with silent pauses. They allow your listener time to process the information you're communicating and make you more convincing.)	The manager will see you... I'm not sure when. Probably in about half an hour.
5	She was <b>like</b> , 'I can't believe I have to do this. ('Like' is another form of filler word that buys time to introduce your next idea, and instantly destroys the credibility of that idea.)	She said she couldn't believe she had to do it.
6	And that's why we should have longer breaks. <b>You know what I mean?</b> (When you ask others if you're making sense, it opens up the possibility for them to question whether you are, and makes you seem desperate for approval. If you want to engage your	And that's why we should have longer breaks. What are your thoughts?

	listener, ask for their opinion.)	
7	That idea could work, but <b>what if we tried</b> doing it this way? (Presenting an idea as a question subconsciously communicates to your audience that you don't value your idea. Phrase your ideas as statements to convey confidence and authority.)	I think we should do it this way.
8	<b>No problem.</b> I'll get to it straight away. (Stating this communicates that what you've been asked to do is actually a problem or inconvenience. Communicate with more confidence by framing the task in a positive light.)	I'll happily take care of that.
9	I'll <b>try</b> my best. (This common phrase communicates that you are unsure of your abilities.)	I'll get it done.
10	<b>This isn't my specialty</b> , but I think we should cut the red wire. (Starting a sentence with a qualifier such as this discredits anything that follows it. Communicating where you lack expertise serves no purpose).	I think we should cut the red wire.

Source: Jay Sullivan (2016), Communicating better at work and beyond

## 5. Ethics and communication in organisations

Communication in organizations is based essentially on the culture of that organization. In other words, it expresses the set of values, attitudes, beliefs, hopes shared by the members of that organization. Creating and maintaining a positive moral climate within the organization is not a simple thing but it is necessary. People are human beings subject to countless influences. Organizational cultures are bodies that are constantly changing and adapting. Any discussion of morals and ethics, presents many difficulties. Many impediments stem from the use in the common language of the terms ethical, moral with different meanings, loaded with ambiguity. Thus, a prior definition of the terms is required, without going into the subtleties of the theoretical debates in this field.

Moral designates a real phenomenon that is related to the daily behavior of practical and spiritual life of humans and human collectivities, of human relations with nature. The moral comprises all the values and norms of behavior, it also includes aspects related to affectivity, it refers to norms and values unwritten but rooted in the tradition of people.

Ethics is a theoretical discipline that studies the ideas of good, justice, duty, etc. Ethics studies moral values and norms in action. In a broad sense, ethics seeks to provide the tools to make moral judgments. It includes language, concepts and methods that give the individual the ability to make moral decisions. The attempts to base a science of good have their origin in ancient times (Socrates, Plato, Aristotle). In today's era, there are major concerns for shaping professional ethics as well as for formulating rules for various activities. It is an obvious process of institutionalizing ethics, starting with the formulation of some deontologies, codes and even the regulation of moral values.

Any organization regardless of its size and profile is in continuous intercommunication with the external and internal environment. "Interconnection is inevitable and is expressed through communication between organizations and

organizational culture".(Marinescu, 2013:71) One can easily see that the core of this organizational culture is its ethical content. A healthy ethic expresses what values, principles, behaviors, ideals and hopes unite a group of people and give identity to the respective organization, produce its notoriety, its image and reputation. Every organization needs a moral benchmark for a proactive and responsible attitude towards social aspects, towards the environment. In this context, the specialized literature intensively discusses the professional deontologies, the codes of ethics and conduct that any organization must develop. Thus, ethical communication within organizations appears in a close relationship with social responsibility. Without a minimum of ethical values and rules, it is difficult to conceive a normal moral life within any community of people. Good ethical communication is learned and practiced.

Nowadays, there is an obvious tendency to standardize the communication ethics in documents and actions. The codes of ethics encompass the mission of such an organization, its values, procedures and standards used. Respecting ethical principles in organizations has become increasingly important and beneficial to any organization for a variety of reasons:

- the immoral policies promoted by the organization can cause damages to the individual, the community, the environment (for example the privatization programs within which, for reasons of efficiency, massive redundancies are made but the salaries of the managers increase);
- on the other hand, given that the state has taken over, has withdrawn from certain sectors of activity, organizations and private companies must take on social, charitable, educational responsibilities, must support art, science, health. From this point of view more and more emphasis is placed on the concept of corporate social responsibility, on the fact that any organization must develop mechanisms and structures to assume social responsibility, to achieve economic success and performance in an ethical manner, with respect for people, community, environment. The concept applies mainly to marketing communication, of course being relevant also for communication in organizations in general.
- the observance of ethical principles in organizations is also necessary from the perspective of recent developments related to new communication technologies. The opening of economies until recently closed to market economies, access to information, data security, espionage, sophisticated mechanisms of workplace surveillance have made ethical debates grow.
- increased militancy, awareness of different groups of stakeholders (employees, consumers, local communities, etc.) has also determined an increased interest in ethical issues. Today, employees are attracted not only by wages but by job satisfaction, the possibilities of professional perfection, the moral quality of the employers and implicitly of the company, the reputation of the workplace.
- globalization, expansion of more complex and dynamic cross-border organizations and companies have raised new problems, replacing the ethical certainties of local business environments with the relativity of a multinational and multicultural context, a context that raises various ethical issues.

Ethical issues in communication in an organization can occur both in terms of external and internal communication. As far as external communication is concerned, many of these possible problems are related to marketing policies. In this regard, we can find ads for retail prices never applied; subliminal advertising as a coercive form of advertising; the advertisement addressed to the preschool

children that can create an innocent but effective pressure on the parents (those who buy); “false promises contained by some advertising messages, masked advertising, visual distortions using new digital technologies”.(Hayhoe, Grady, 2015: 67)

In terms of internal communication, ethical issues relate to honest communication and fair treatment both to employees (issues related to employees 'and employers' rights) and to shareholders (issues related to fair management, loyalty, adequate information, transparency, confidentiality) and towards the community (aspects related to environmental protection, contribution to solving social problems, respecting cultural diversity).

Ethical issues at the level of internal communication in an organization may arise in relation to:

- human resources: attention to the ethical issues that arise in employment, pay, motivation, evaluation, promotion; responsible approach to restructuring in case of crisis;
- ensuring a safe and healthy workplace (for example minimizing the negative impact of activities on the environment and natural resources);
- the quality of life of employees at work and outside it.
- the way in which the confidential information is used (respecting the confidentiality by the employees towards the company, towards customers);
- attitude towards bribery;
- involvement of employees in community issues;
- how to resolve conflicts of interest and crisis situations;
- respecting the rights and freedoms of others / respecting the human being (how any form of discrimination in the workplace is addressed);
- protecting and respecting the private area;
- respect for the rules of law;
- professional conscience, professionalism;
- sense of responsibility.

## **6. Conclusion**

Any organization is connected both to the internal environment (employees, managers, shareholders) and to the external environment (partners, beneficiaries, suppliers, community). From this point of view, every organization needs a benchmark to guide its behaviors, procedures, decisions - for example, codes of ethics and morals / codes of ethics and conduct that represent a set of standardized, unanimously accepted practices that summarize the basic principles that guide the organization, the members. The priority areas of a code include aspects of social responsibility that are focused on all areas of interest and influence of an organization (management, human resources, decision making).

More and more in the world of organizations there is talk of the need for ethical expertise in organizations, of management of ethics in organizations, in the sense of a complex system that requires exhaustive management of the moral aspects of organizations. This ethical expertise within an organization is realized with various tools. The organization creates its own mechanisms and structures for assuming social responsibility (ethical codes, operating regulations, CSR departments), designs and develops thematic training programs, invests in ethical audit, provides hotlines dedicated to ethical issues, designs specific internal policies and

procedures (non-discriminatory policies, policies regarding the use of customer data). There are organizations (few in Romania) that have in the scheme of human resources personnel an ethics counselor / ethics consultant. Respecting the principles of integrity, objectivity, confidentiality, the ethical expert puts his full competence to guide the organization in the desired direction.

## **References**

- Bertrand, C.J. (2014) *Deontologia mijloacelor de comunicare*, Iași: Institutul European.
- Chambers, H.E. (2018) *Effective Communication Skills for Scientific and Technical Professionals*, London: Basic Books.
- Cristina, C. (2013) *Comunicarea de criză*, București: Polirom.
- Hayhoe, G.F., Grady, H.M. (2015) *Connecting People with Technology: Issues in Professional Communication*, UK: Routledge.
- Kapferer, J. N. (2006) *Zvonurile*, București: Humanitas.
- Marinescu, V. (2013) *Introducere în teoria comunicării*, Bucuresti: Tritonic.
- Mottet, T.P. (2017) *Business & Professional Communication: Principles and Skills for Leadership*, London: Pearson.
- Quintanilla, K.M., Wahl, S.T. (2016) *Business and Professional Communication: Keys for Workplace Excellence*, UK: Sage Publications.
- Roman, K., Raphaelson, J. (2014) *Writing That Works. How to Communicate Effectively In Business*, London: Collins Reference.
- Sullivan, J. (2016) *Simply Said: Communicating Better at Work and Beyond*, UK: Wiley.