

The Importance of Entrepreneurial Communication in Organizational Culture

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Abstract

The purpose of this research was to create a model of entrepreneurial communication in organizational culture.

To fulfill the purpose of the research, we applied a questionnaire to 120 employees in which we analyzed the importance of entrepreneurial communication in the organizational culture.

Talented employees can leave a conflict-ridden workplace, which can lead to complaints and even legal action. Organizational communication plays a key role in conflict management, bringing all parties together to discuss their disagreements in a safe and regulated setting. Even though the discussions may be informal, the final decisions are usually communicated formally in this type of communication, which usually involves all three axes of communication.

Key words: communication, entrepreneurship, culture, organizational culture

J.E.L. classification: D28, L26, M14, M21

1. Introduction

The business environment has become more and more complex, so it is also necessary to have careful communication (Shepherd et al., 2010).

How an entrepreneurial organization interacts with its workforce, disseminates information, initiates conversations and promotes employee voice is all about communication.

In addition, communication determines how staff members interact with each other, as well as how supervisors interact with their teams (Alleyne et al., 2005).

In organizational culture, the communication that takes place at all levels and in different communication departments, including: internal and external, corporate and business communication, crisis management, leadership, changes, feedback (Zeb et al., 2021).

As entrepreneurs must create and deliver a complex message that incorporates both for-profit and not-for-profit themes to a variety of external stakeholder groups such as customers, investors, employees, volunteers, media and beneficiaries, communication is a significant challenge for them (Mason et al., 2007).

So employee satisfaction is a benefit for companies with open, honest and transparent communication cultures (Woo and Kang, 2021).

Also, internal communication is essential for effective organizational management (Invernizzi et al., 2012).

In addition, the achievement of performance indicators within a business is related to the way communication takes place in the workplace (Slalmi et al., 2020).

In companies where there is an organizational culture directed towards communication it holds a significant competitive advantage and are more effective in promoting business continuity and resilience (LaGree et al., 2021).

Also, when there is clear and transparent communication in the organization, the involvement and productivity of employees increases significantly because people feel motivated when they are informed of news from within the company (Power and Rienstra, 1999). On the other hand, when there is not enough good communication in the organization, employee retention decreases. So by improving workplace communication, organizations enjoy lower turnover rates (Sadia et al., 2016).

2. Research methodology

The purpose of this research was to create a model of entrepreneurial communication in organizational culture.

To fulfill the purpose of the research, we applied a questionnaire to 120 employees in which we analyzed the importance of entrepreneurial communication in the organizational culture.

The questionnaire was applied online between September 1-15, 2022 on LinkedIn and Facebook groups.

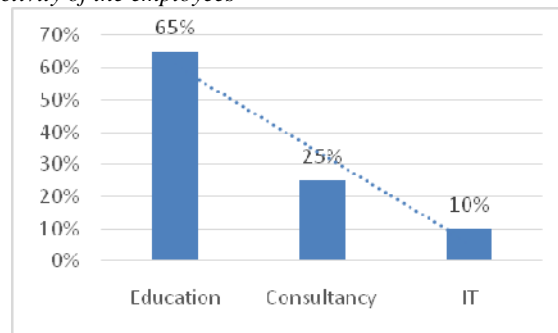
The questionnaire was created in Google Forms, and the data analysis was done in the Excel program.

The questions in the questionnaire referred to 7 themes such as: communication directions, leadership, streamlining, problem solving, conflict management, achieving compliance and change.

3. Results

To participate in this research all respondents had to be employed in an organization. 65% employees from the fields of education, 25% employees from consulting and 10% employees from IT participated in this research.

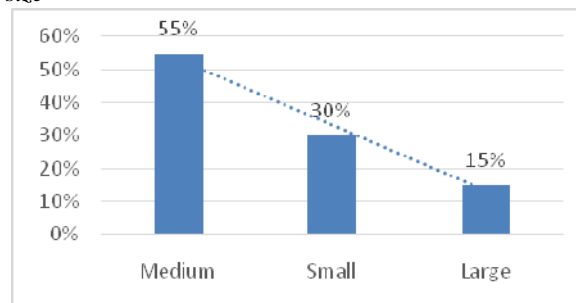
Figure no. 1. Fields of activity of the employees



Source: author.

Also, 55% of employees work in a medium-sized firm, 30% of employees work in a small firm, while 15% of employees work in a large firm.

Figure no. 2. Company size

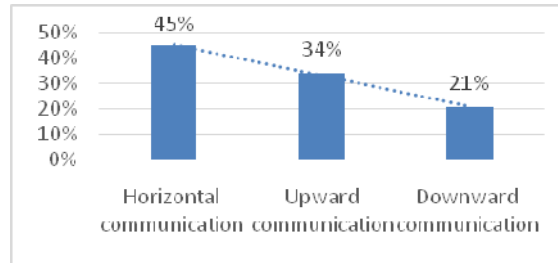


Source: author.

To question no. 1, how does communication work in the organization you work in, 45% of employees mentioned horizontal communication occurs when colleagues meet to discuss issues of common interest, solve problems and share information, 34% of employees mentioned downward communication flows from managerial and executive levels to staff through formal channels such as policy manuals, rules and regulations, and organizational charts, while 21% of employees

reported upward communication is initiated by staff and directed to executives; it often takes the form of a complaint or request.

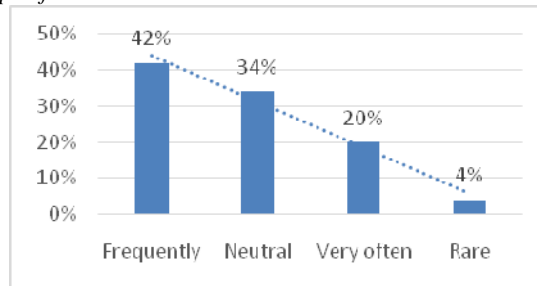
Figure no. 3. Communication directions



Source: author.

Regarding question no. 2, consider that clear and specific instructions are issued within the organization where you work, so that employees can follow them without difficulty, 42% of employees mentioned that this happens often, 34% of employees were neutral in a- and express their opinion, 20% of employees mentioned very often, and 4% of employees mentioned rarely.

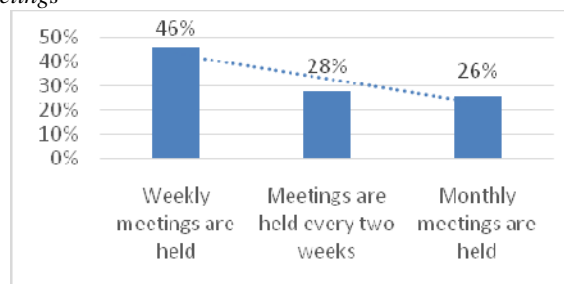
Figure no. 4. Clear and specific instructions



Source: author.

To question no. 3, when group meetings take place in your organization, 46% of employees mentioned that they hold weekly meetings, 28% of employees stated that they hold meetings every two weeks, while 26% of employees mentioned that they hold meetings monthly.

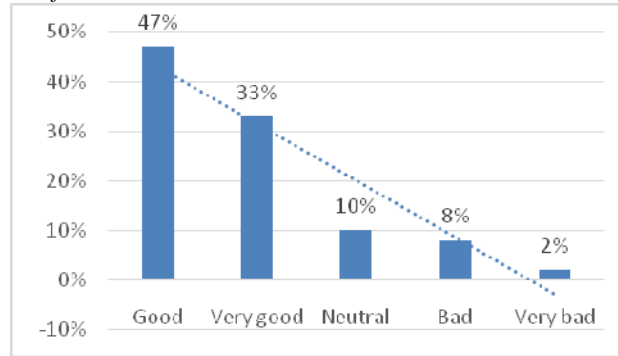
Figure no. 5. Group meetings



Source: author.

Regarding question no. 4, how do you evaluate the communication within these meetings, 47% of employees specified that they evaluated the communication within these meetings as good, 33% of the employees evaluated the communication within these meetings as very good, 10% of the employees were neutral in expressing their opinion, 8% of employees rated the communication in these meetings as bad, and 2% of employees rated the communication in these meetings as very bad.

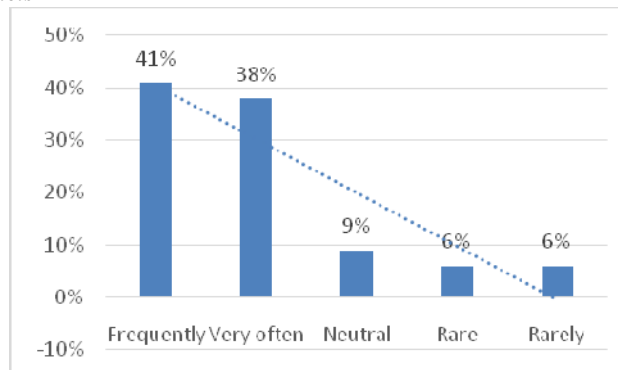
Figure no. 6. Evaluation of communication



Source: author.

For question no. 5, how often conflicts occur at work, 41% of employees mentioned often, 38% of employees mentioned often, 9% of employees were neutral in expressing their opinion, 6% of employees said that conflicts at work rarely occur, and 6% of employees said that conflicts at work occur very rarely.

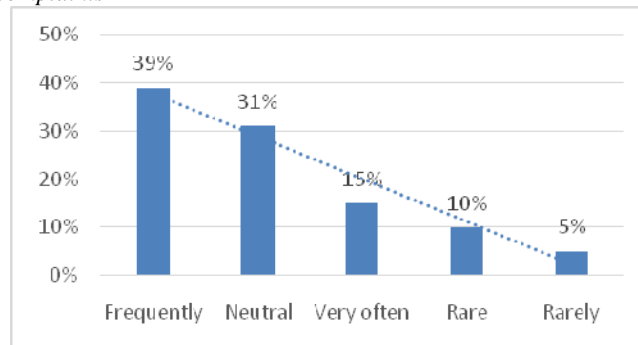
Figure no. 7. Work conflicts



Source: author.

To question no. 6, how often there are complaints at work, 39% of employees said that there are often complaints at work, 31% of employees were neutral in expressing their opinion, 15% of employees mentioned very often, 10% of employees mentioned rarely and 5% of employees mentioned very rarely.

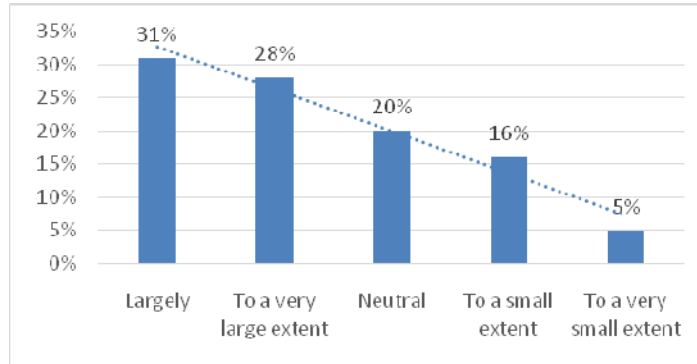
Figure no. 8. Work complaints



Source: author.

Regarding question no. 7, to what extent management members listen to your feedback, 31% of employees said to a great extent, 28% of employees mentioned to a very great extent, 20% of employees were neutral in expressing their opinion, 16% of employees mentioned to a small extent, while 5% of employees mentioned to a very small extent.

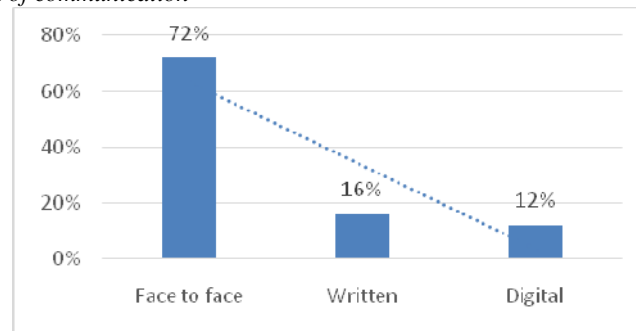
Figure no. 9. Feedback



Source: author.

To question no. 8, which is the most common form of communication at your workplace, 72% of employees mentioned face-to-face, 16% of employees mentioned in writing, and 12% of employees mentioned digital.

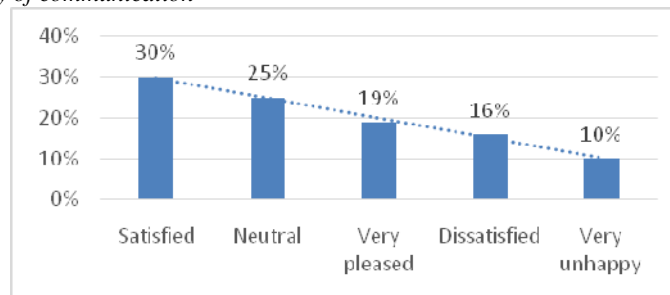
Figure no. 10. Form of communication



Source: author.

For question no. 9, how satisfied are you with the way communication proceeds in the organization where you work, 30% of employees mentioned that they were satisfied, 25% of employees were neutral in expressing their opinion, 19% of employees were very satisfied, 16% of employees were dissatisfied, and 10% of employees were very dissatisfied.

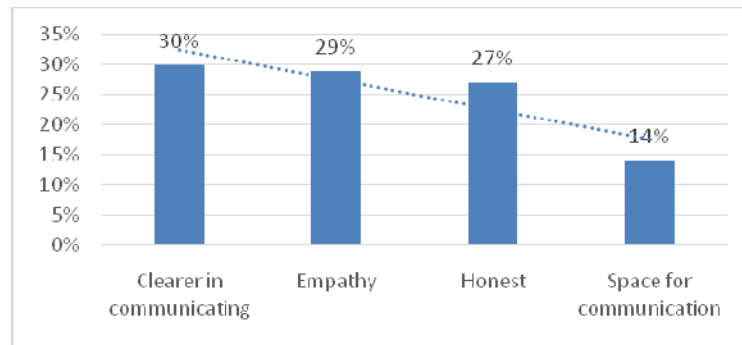
Figure no. 11. Way of communication



Source: author.

To question no. 10, what changes would you make within the organization regarding the way in which communication is done between members of management and employees, 30% of employees mentioned that members of management should be clearer in conveying expectations, 29% of employees mentioned that members of management should be more empathetic with employees, 27% of employees mentioned that management members should be more honest with employees, and 14% of employees mentioned that management members should provide space for communication and for employees to express their opinions and feedback.

Figure no. 12. Way of communication



Source: author.

4. Conclusions

The purpose of this research was to create a model of entrepreneurial communication in organizational culture.

To fulfill the purpose of the research, we applied a questionnaire to 120 employees in which we analyzed the importance of entrepreneurial communication in the organizational culture.

Therefore, following the questionnaire, employees from the fields of IT, consulting and education participated.

They work in small, medium and large companies.

In terms of communication, horizontal communication predominates, followed by downward communication.

On the side of clear and specific instructions, employees mentioned that this happens often.

Regarding meetings, employees mentioned that there are weekly meetings within the company and they evaluate the communication during these meetings as good.

Regarding conflicts, employees mentioned that they happen often. Also, complaints at work occur quite often.

On the feedback side, employees said that management listens to their feedback to a great extent.

The way they communicate most often at their place of work is face to face.

The employees declared themselves satisfied with the way communication takes place in the organization where they work.

Regarding the part of changes on the side of communication between management members and employees, among the top mentions, employees referred to the fact that management members should be clearer in conveying expectations.

Organizational communication occurs upward, downward, and horizontally.

Downward communication occurs starting from managerial and executive levels to staff through formal channels such as policy manuals, rules and regulations, and organizational charts. Upward communication is carried out by staff and directed to executives; it often takes the form of a complaint or request. Horizontal communication occurs when colleagues meet to discuss issues of common interest, solve problems, and share information.

The leadership function is crucial to enable management to provide clear instructions that are easily understood by employees. This is usually a downward communication.

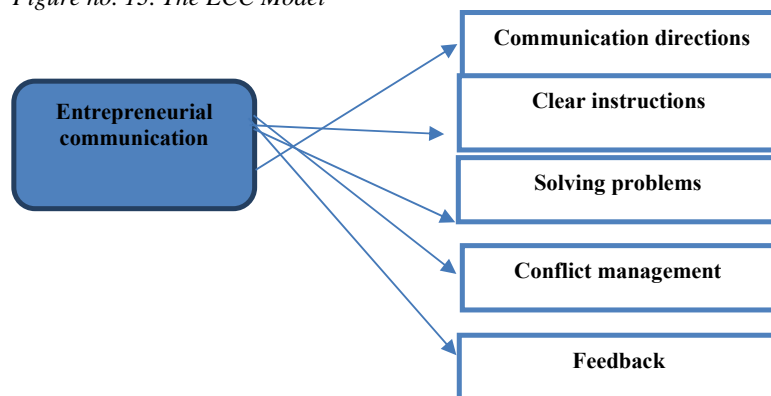
When it comes to problem solving, most companies hold frequent meetings to review things like production cycles, delivery times, price margins, and other areas where odd scenarios might occur and affect a business's performance. Problem formulation, prospective solution generation, and solution formulation depend heavily on organizational communication in these sessions. In this way, a business makes the most of the skills of the people participating in the communication, which takes place horizontally and often informally.

Talented employees can leave a conflict-ridden workplace, which can lead to complaints and even legal action. Organizational communication plays a key role in conflict management, bringing all parties together to discuss their disagreements in a safe and regulated setting. Even though the discussions may be informal, the final decisions are usually communicated formally in this type of communication, which usually involves all three axes of communication.

Employee compliance with the instructions must be achieved for them to be fully complied with. To achieve this, management must pay attention to and consider employee feedback. In order to inspire employees and get the highest possible performance from them, it is essential for a company to have open lines of communication. Feedback or two-way communication can be both upward and downward or horizontal and can be formal or informal.

Starting from these considerations, we created the ECC (Entrepreneurial Communication Culture) model.

Figure no. 13. The ECC Model



Source: author.

This model aims to improve the way of entrepreneurial communication in the organizational culture.

This model can be applied by practitioners in the field: managers, entrepreneurs, leaders interested in how to communicate effectively in the workplace.

We propose that within organizations the focus should be on relevant and personalized communication for each individual employee.

There also needs to be a balance between formal and informal voice from superiors.

The limits of this research consist in the fact that we applied the questionnaire to only 120 employees.

We propose that this study be extended to a larger number of employees and from a wider range of fields of activity, in order to be able to make a comparative analysis between them.

5. References

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