Group relations and internal communication in crisis situations

Gabriel-Florin MESAROŞ
PhD, Valahia University of Târgovişte, Romania
Email: mesarosfloringabriel@yahoo.com

Abstract: Performance management can no longer be the only option for organizations in competitive or changing contexts. When customers have a choice, companies need to do their best to become better, closer to consumers. In short, any organization, regardless of the industry in which it is located, is forced to create value for customers. Such an approach requires organizational involvement at all levels. Understanding of the actors that lead to the creation of value for customers and of the role of each of the organization in delivering this value is in fact one of the key elements of the firms operating in the current competitive context. Everything it does and, above all, what a company does not do, affects the consumers' perception of the value of the product. On the other hand, in contexts of change, demographic pressures, market liberalization, responsible firms localize their employees, treating them like genuine internal customers.

Keywords: communication, group, crisis, relations
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1. Introduction

In the current conditions of operation of organizations, the notions of representation, image and identity are viewed, debated, analyzed and conceptualized with increasing attention, both from academic circles and from managerial circles. Just as psychologists, sociologists and philosophers point out that we live in a world invaded by images, both at the level of the real and at the level of the imaginary, specialists, researchers and theorists in communication and public relations, in organizational communication and in marketing argue that the permanent concern for the creation and development of the visibility, notoriety and reputation of firms and corporations, in a competitive environment often hostile, made the issue of the identity and image of the organization a particularly important topic for socio-organization in all fields of activity.

Organizational management has experienced an accelerated evolution in recent years, due to changes in the labor market and in socio-economic structures. This has generated a series of transformations at microeconomic level, imposed by the need to adapt to the new conditions, in order to achieve maximum performance and impact. In this context, organizations have begun to develop policies and practices specific to strategic management, with a focus on an integrated approach to organizational practices and strategies, in order to achieve long- and short-term objectives. This implies not only the concern for the application of modern working techniques, for the efficient use of material and financial resources and for maximizing the information

flow, but also for the strategic approach of human resources – the most important capital of an organization that wants to remain competitive.

Human resource management strategies play a crucial role in the success of organizations, through the concrete benefits they bring to them, knowing that people and the way of organization, first of all, are the ones that create value (Novac, 2007). The link between the human resource, management and the organization is communication, the indispensable element for the optimal functioning of any organization, regardless of its nature and size. The continuous exchange of messages generates the unity of vision and, implicitly, of action, by harmonizing the knowledge regarding the goals, ways and means to achieve them, by promoting the necessary skills, by the relative homogenization of the groups from an affective, emotional and motivational point of view (opinions, interests, beliefs, attitudes).

Communication is an essential act, a fundamental fact regarding the direct interaction between two individuals, which is essential and main for both the personal and social life of the individual, since "there is no true internal communication without a minimum of collective construction of defining the problem and solving it." (Radu, 2007). The way of communication within the work team determines the feeling of belonging to the group. There is also an association between personal interests and the employee's belonging to the work group. Good communication between the members of the working group leads to the elimination of the phenomenon of marginalization and ignorance, thus increasing the possibility of achieving common objectives.

2. Interpersonal relationships and group communication

In a broad sense, interpersonal relationships are any connection between individuals in the form of the perception, understanding, evaluation and preference or rejection of one person by another. Interpersonal relationships are characterized by reciprocity and consciousness of the relationship. In an interpersonal relationship, each participant incorporates into the field of his consciousness both himself and his partner, as well as the elements of the common environment. The behavior of each participant becomes the stimulus for the behavior of the other.

Researchers in the sociology of organizations have defined communication as an extremely important form of manifestation of interactions between the organization and the environment. From the point of view of psychosociologists, the interpersonal relationship existing between two or more people can be identified with interpersonal communication (Rus, 2007).

The willingness to interact can also be viewed from the perspective of our needs, so we recall that according to Abraham Maslow (1954) people always have fundamental needs that are ranked according to their importance. Only when those on the first level are satisfied are individuals willing to allocate energy to satisfy those at the next level. On the other hand, only unmet needs can motivate behavior. Another researcher, William Schutz (Schutz, 2009) identified three fundamental interpersonal needs: inclusion, control, affection (Table 1.).

Table 1. Fundamental interpersonal needs

Need	Inclusion	Control	Affection
What we want from others	Acceptance	Orientation	Vicinity
What we express	Interest	Leadership	The pleasure of relating

Whenever we interact with others, we try: to convince, to explain, to justify ourselves, to educate ourselves, etc., in the hope that we will be received, understood, that we will provoke a positive emotional reaction, that we will be accepted and that we will be able to control or avoid being under the control of others, depending on the needs of that moment. We cannot act socially by disregarding the need to be accepted as we are, to control the situation in such a way that we achieve a gain for ourselves. Even when we decide to communicate "detachedly", we only encode personal motivation into a verbal communication that uses words without reference to our interpersonal needs. All the while, however, a serious problem arises, that of controlling our nonverbal communication as well - the emotions, the movements of the face and body, the tonality of the voice and the gaze. Effective communication takes place when the above four functions are used in order to achieve the maximum possible of the individual purposes in harmonious coexistence with those of the interlocutor, regardless of the relationship of contradiction or complementarity between them. Not all of us manage to achieve our goals and, above all, we do not all manage to make those around us happy even when they have to give up part of their own goal, in order to make room for the realization of our interests. Those who succeed are considered effective communicators, regardless of their job. Although there are exceptions, most of them are a combination of native talent and an amount of knowledge in the field.

In the general sense, communication is a way of manifesting thoughts and feelings with the help of speech, writing, gestures and mimicry, in order to make yourself understood. By definition, interpersonal communication (Marinescu, 2003) is: "a fundamental way of psycho-social interaction of people, achieved through symbols and social meanings, in order to achieve stability or to achieve changes in individual or group behavior." Organizational relationships support interpersonal communication. Being a complex process, however, communication entails, beyond the structural side, other aspects of the organization's existence: technical, educational, psychological, cultural, economic, legal, etc.

Interpersonal communication always takes place in a particular context of communication. We identify in this regard (Coman, 2008): The physical context that refers to the design of the space in which the communication takes place, the microclimate elements, the sound background, the chromatic, the brightness, the closed or open character of the location; The temporal context refers to the placement of the message in the chronology of

other events related to the parameters of the communication. The manner in which we get involved in communication is strongly determined also by the affective dispositions we have, by the psych nervous resources we have at a given time; The social and psychological context controls the preferential relation to the social status of the participants in the discussion as well as the formal or informal manner of communication. Often in this process we transfer explicit but also implicit content. This declared or hidden power traffic proposes a spectacular dynamic at the level of the psycho-social context of communication (the negotiation situations are very expressive in terms of these aspects). We ultimately use a set of norms, values, mentalities when we engage in interpersonal relationships; The cultural context proposes a careful approach to the lifestyles of those involved in communication. If there are marked differences between the cultural models of the two, communication can get stuck.

Miriam Costea and Dan Stănescu (Costea and Stănescu, 2006) argue that: "one of the reasons why we communicate is because we want to accumulate additional information about the interlocutor and about a situation, in order to be able to interact better and ensure our own success, in accordance with our own interests, values, opinions and expectations." Most of the time, we try to anticipate how our dialogue partners will react, looking for information about their experience and personality, how they think and how they behave. Although the communication process does not physically hurt the interlocutor, it can produce successes and damages the same or even stronger than those of a direct physical intervention. Through communication, people can be humiliated and made to lose self-respect, which in some cases makes it impossible to continue life. The communication process does not eliminate conflicts between people, nor does the problems of survival with other people with different goals, values and expectations. However, it gives us a chance to reach cooperation or, at least, to manage through communication the development and finality of conflicts (Abric, 2003).

Interpersonal communication is influenced by a number of factors, namely: the degree of closeness or spatial proximity, the limits and extent of physical contacts in these relationships, the warm or authoritative style in communication, the exchange of glances as a form of communication, the volume and rhythm of interactions, the dynamics of mutual self-revelations, etc.

Group communication takes place in small human communities and allows exchanges of ideas and emotions, provides conditions for sharing experiences, discussions in order to settle conflicts or identify solutions to solve problems. Philippe Cabin states: "Nowadays, communication within an organization is a less structured field of research, divided into very different approaches: interpersonal communication, group dynamics, sociology of organizations, management, semiotics, sociolinguistics." (Cabin and Dortier, 2012) Research on employees' work in the organization shows that they spend most of their time communicating.

In an organization, one or more work groups can be set up, which coexist and manifest themselves in different fields of activity and at different hierarchical levels. Communication within the group can be considered the most important social competence, with implications for the manifestation and development of other skills. The

great diversity of forms of communication carried out within organizations requires them to be classified in certain classifications, using several criteria.

3. The typology of group communication

The great diversity of forms of communication carried out within organizations requires their classification in certain classifications, using several criteria: depending on the direction (vertical downward, vertical ascending, horizontal and oblique), by the mode of transmission (written, verbal, nonverbal), by the way of unfolding (reciprocally direct, reciprocal indirect, unilateral direct and indirect) and by the degree of formalization (formal and informal communication).

Depending on the direction, vertical down-down, vertical, upward, horizontal and oblique communications take place within the working group, as shown in Table 2.

Table 2. Types and characteristics of vertical, horizontal and oblique communication within the workgroup

Vertical descending: transmit decisions, guidelines, instructions, etc. in verbal or written form; are the most widespread; they take place continuously; some communications are made directly to the manager-subordinate, others through intermediaries.
Vertical ascending: transmit information, opinions, etc. from subordinate to manager; allow to know how the tasks are performed; provide feedback.
Horizontal: ensures communication between the members of the working group located on the same hierarchical level; it is carried out through dialogue or working sessions.
Oblique: allow for a short time to avoid the hierarchical path; lead to conflicts of jurisdiction; are used to solve urgent problems; sometimes they are informal in nature.

(Source: adapted after Simona Ştefănescu, Sociologia comunicare, Târgovişte, Editura Cetatea de scaun, 2009, p.159)

According to the mode of transmission (Ștefănescu, 2009) the communication can be: written, verbal and nonverbal: Written communication, used in a high proportion within organizations for requesting or

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transmitting internal notes, reports, decisions, plans, letters addressed to people inside or outside the organization. Although not very agreeable - few are managers who like to write or read reports - written communication is inevitable. The major problems they face are those of clarity, brevity, accuracy which, properly addressed, can turn into advantages of this type of communication; Verbal communication is the most commonly used within the organization. Specialists say that 70% of internal communications are carried out verbally. This type of communication is carried out through language, being influenced, however, by personal opinions, values, landmarks to which individuals relate when transmitting and receiving messages. In general, verbal communication includes: stories of situations, facts, happenings of existence; central feelings and reactions to certain situations; opinions about us, others, society, culture, etc. and opinions, attitudes that express the position of an individual in a specific situation, subjective points of view. Problems of verbal communication arise when messages about a composition are sent, and the reception is erroneously made as another component. Verbal communication requires from the manager not only the ability to issue signals, but also that of listening. Practice reveals that listening is marked by a number of shortcomings. Non-verbal communication can be an effective tool that, handled with skill, facilitates the issuance and deciphering of messages. The characteristic of this type of communication lies in its competition with verbal communication, which allows the transmission of messages even while the partners are discussing. Almost 90% of a message is conveyed non-verbally. Gestures, mimicry, body position are stimuli that can be successfully used to increase the effectiveness of interpersonal communication.

According to the way of unfolding (Ștefănescu, 2009), communication can be: mutual direct, mutually indirect, direct and indirect unilateral: Indirect or face-to-face mutual communication is appreciated by practitioners as the most effective way to build a working relationship. Being two-dimensional (because it involves hearing and sight), it allows the issuer to assess on the spot how the message was received. Depending on the reactions of the receiver, the message can be repeated, reformulated, and the behavior can also be quickly adapted. This type of communication is particularly required in delicate issues, which lead to the sensitivities and susceptibilities of the staff; Indirect mutual communication is carried out by telephone, radio and, increasingly, interactive television. Of all the means mentioned, the most used, at present, is the phone. Although fast, preferred for pressing messages, telephone communication is devoid of much of the non-verbal messages. Some messages may be inferred from the volume, intonation of the voice, or the speed of speech. Direct unilateral communication is found in the case of sending orders, messages that do not require response, but also in the case of a category of meetings – information sessions; Indirect unilateral communication is achieved through letters, films, speeches. Letters are a great kind of communication. In the age of electronic communications, the letter tends to be regarded as a gesture of elegance and courtesy.

After the degree of formalization (Ștefănescu, 2009), communication can be formal and informal: Formal communication includes all the ascending and descending messages, which circulate on the channels of organizational relations. It can present itself in different forms: spoken, written, direct and indirect, multilateral and bilateral. Regardless of the form in which it is used, communication remains a necessity for regulating the

functioning of organizations; Informal communication includes rumors and gossip. Caused by the lack of information or truncated information that may appear in the processes of human relationship, informal communication tries to eliminate the insecurity, curiosity or anxiety of some people.

4. Obstacles specific to group communication

The specific obstacles of group communication (Ștefănescu, 2009) depend not so much on the material side, but especially on the human side, respectively on the psychological component included in the process, being generated by both managers and subordinates, as follows:

Obstacles generated by managers. As initiators and coordinators of communication, managers tend to erect artificial barriers in communicating with their subordinates or counterparts in general, due to: difficulties in the ability to transmit information; stereotypes in the ways of transmitting and presenting, which leads to a decrease in the attention of interlocutors; the use of a high tone marked by irritability, which can lead to intimidation of the partner and the lack of response; the use of a language inappropriate for the person receiving the message. Specialists have concluded that many of the dissatisfaction of subordinate staff have their origin in the low listening ability of the leader. Thus, the personality of subordinates is harmed, and the professional, creative and intellectual potential is significantly reduced.

Obstacles generated by subordinates that have as their source either the desire for security, or the lack of involvement in the life of the organization or factors that simply depend on temperament, work climate. The forms in which this type of difficulties manifest themselves are: the reservation of subordinates to express their own opinions, for fear of having inconvenience with superiors or of jeopardizing their advancement; the belief that the problems of subordinates are of no interest to the manager; lack of habituation in communication; the tendency to consider that any idea, proposal for improvement automatically implies the existence of a malfunction tolerated by driving; the consistency between the requirements of communication and the possibilities for subordinates to satisfy them in quality conditions and in a timely manner; the frequency of changes (the more frequent the modification of some instructions, the more frequent order, the more dissatisfaction it creates among subordinates, putting into unfavorable light the capacity and competence of the manager).

Communication between group members is subject to the rules determined by the factors: group size, properties of communication networks, networks and group structure, nature and constraints of the task, affective structure of the group, organizational and institutional constraints. Regarding the size of the group, an observation is required:250 "the larger the numerical size of the group, the more formal dimensions are emphasized and the informal dimensions decrease in amplitude; by enlargement, the primary group becomes secondary, increasingly gaining the characteristics of an organization." The increase in the number of members of the group leads to the exponential multiplication of contacts, exchanges of information and opinions, but the sustainability of interpersonal interactions is inversely proportional to this number. The increase in the number

of individuals naturally increases the sum of the information available within the group and allows to obtain a wide range of opinions. As for the size of a group, there is a threshold; if an extra individual is added to the group, it can no longer bring any additional ideas, since a group can only generate a determined number of original solutions and ideas.

5. Communication in crisis and conflict situations

"Communication in crisis situations is the most challenging and fascinating practice of communication. The information is missing or poor and there is not enough time for research and data collection. It is difficult to establish in crisis situations which option is a good or wrong choice... What is important for crisis resolution is the quick decision and efficient and effective communication."

Crisis and conflict situations are for communicators some of the most difficult tests of professional ability and deontology. The literature captures a multitude of definitions of the crisis, but most of them focus on the fact that they induce a state of abnormality where they occur. Ion Chiciudean and Valeriu Țoneș inventory in their book "Management of image crises" the multitude of areas in which the concept of "crisis" appears. So medicine, economics, psychology, sociology, diplomacy, international relations are as many sciences that record this phenomenon in terms of their areas of interest. In the sense of the two authors mentioned above, the closest to our field of research is the sociological concept, because "it most appropriately defines the state of the organization in such an impasse. " This definition cited by the two authors is:" a period in the dynamics of a system, characterized by the accentuated accumulation of difficulties, the conflictual outbreak of tensions, which makes it difficult to function normally, triggering strong pressures towards change" (Chiciudean and Țoneş, 2002).

The notion of crisis has diverse and sometimes contradictory definitions. Some highlight the seriousness of the crisis situation, others its unpredictable, sudden and exceptional character. A crisis is by definition: "an event or set of circumstances that threatens the integrity, reputation or very existence of the individual or organization. It "tries" the public's sense of security, its values. The potential damage to the organization is considerable." (Sapriel, 2003).

Tran and Stănciugelu define the crisis as a period in the dynamics of a system, characterized by the accentuated accumulation of difficulties, the conflictual outbreak of tensions, which makes its normal functioning difficult, triggering strong pressures for change. A crisis can be defined as:" an event that dramatically interrupts the normal functioning of an organization and that negatively influences its public image" (Coman, 2001) or as: "a risky event, serious, unforeseen change." (Newsomand Carrell, 2004).

The definition given by John Burnett is much broader than those already mentioned and perhaps even more practical for what this work wants to demonstrate. He points out that events must be seen through the prism of the organizations that pass through them. That is why he rejects the view that the only crises to be combated are catastrophes, but instead suggests that crisis management must become a part of the natural integrated into

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corporate culture and that it should be seen as a continuum. As he notes: "any small discrepancy can become a major crisis if it is not crushed well." (Burnett, 2002) That is why it is not wrong to say that there is a relativity of the concept of crisis because what can be a small incident for some, can mean a great crisis for others. The difference is given by how prepared an organization is to "crush" such an event from all points of view, but especially from the competence and strategies developed in advance. (Beţa, 2006)

Usually seizures occur unexpectedly. Although it may happen that we are warned of their appearance, most of the time there is no sign that would give to suspect that such an event will follow. And in this regard, the opinions of specialists are divided, so Patrick Lagadec argues that we are dealing with a wrong but common idea that these crises are preceded by alarm signals that are also received in time for the protection and action systems to be activated. Lagadec says that "most of the time the crises start in a different way: there is no warning sign, or the first signals are perceived distorted or even rejected in the idea that they cannot mean what they seem to suggest. " It happens quite often that – for a number of reasons – the risks are not perceived as such. This certainly leads to a crisis situation because by feeling no danger or wanting to ignore it, we are only delaying the intervention mechanisms.

The definitions of the crisis were analyzed by several authors and were then summarized according to the following criteria: the causes of the crisis; the trigger; the consequences of the crisis; people's representations about the crisis and their degree of predictability/unpredictability. Some definitions, induce ideas according to which the crisis is an evil that cannot be avoided, the crisis always causes only negative consequences, sooner or later all organizations will know the experience of the crisis. In conclusion, in facing a crisis, the organization does not identify and manage events with low or high potential for development, but processes that unfold over time and space, generated by a series of malfunctions. In this case, the organization must look for the origin of the crises and the possible future evolutions of the malfunctions, and the management carried out, all this time, by the organization must be adapted to the processes it faces. In such a situation, it is more correct to talk about the management of malfunctions and processes with cumulative negative/positive consequences, than about crisis management.

The term conflict comes from the Latin *conflictus*, meaning "hitting together with force" and implying through them "disagreements and frictions between the members of the group, interaction in speech, emotions, affectivity. " (Forsyth, 2009) In 2001, Barton defined conflict as "an aspect of all natural phenomena, an indispensable part of life, change, the creation of new forms" (Barton, 2009), while T.K. Gamble and M. Gamble (Gamble and Gamble, 2009) define conflict as a positive variant in the sense that "beyond all perspectives, conflict is a natural consequence of diversity, diversity, " and Louis Stern argues: "conflict can be considered, from a behavioral point of view, as a form of opposition that is centered on the adversary, is based on the incompatibility of the goals, intentions or values of the opposing party; opposition that is direct and personal, in which the opponent controls the purpose or intention desired by both parties." (Stern, 1971)

Traditionally, as in the case of the crisis, conflict is attributed to negative connotations. From this point of view, the protagonists of conflicts are perceived negatively, the conflict being considered a result of a communication, organizational or managerial dysfunction. Regardless of their nature, conflicts must be understood and resolved, they are sometimes even constructive for the evolution of relationships within the organization, group or human relationships. Many of the conflicts are resolved through open communication between opponents. From the interactionist perspective, the conflict is considered even necessary, starting from the hypothesis that a peaceful, harmonious and cooperative group risks to become static, apathetic and not to respond to the stimuli of change. In this case, the task of the leader is to maintain a minimum level of conflict in the organization, but enough to ensure dynamism, creativity and the spirit of critical analysis.

Most specialists believe that personal development and evolution is stimulated by conflict. Thus, the managers get to know better the subordinated group and the problems that were the basis of the conflict, the acceptance of the conflict being, in this case, a feature of the democratic leadership style. At the individual level, conflict stimulates self-knowledge, the ability to accept and understand one's own motivational springs and those of opponents leading to the development of the spirit of tolerance. The ways of resolving the conflict help the group members to better know the intricacies of human and group relationships and to find creative and stimulating solutions with the interests of the group to increase performance in order to achieve organizational goals.

6. Communication crisis

Any organization can face a crisis situation, capable of jeopardizing its normal functioning and the reputation it enjoys in society. The communication crisis represents an interruption or a disturbing of the information flows within the organization, or/and between the organization and the extra organizational environment, which makes it impossible to conduct dialogue and negotiation and has as finality the confrontation in the communication space to the point of loss of the organizational and communication identity. This type of crisis can be identified by analysing its characteristics. Firstly, the communication crisis can be a component of the organizational crisis. A faulty internal communication on the changes and perspectives of the organization often leads to the triggering of the major conflict between the members of the organization and its management, degenerates, most of the time, into an organizational crisis. In the same way, an incoherent, ambiguous and contradictory external communication on the goals and modalities of their fulfillment can put the organization in a conflict situation with one or more organizations in the environment in which it operates. (Chiciudean and David, 2011)

The internal communication of an organization in crisis is reactive, unplanned, incoherent and ambiguous. Internally, when an organization is facing a crisis of change, communication takes the form of negotiations for the resolution of conflicts between management and employees. Some seizures are predictable and can be prevented, others cannot be suspected or prevented. Experience has shown that, despite all the technical, economic, financial or educational precautions taken to stop or control a crisis, it can get out of control and

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grow. Under these conditions, the crisis can cause serious damage to the organization, if it is not managed correctly from all points of view. Communication during the crisis is particularly important, as it can mitigate and even prevent negative reactions from the public.

6.1. Causes that can generate the appearance of a communication crisis

Broadly speaking, the causes that can generate the appearance of a communication crisis can be classified into internal and external causes, as follows:

Internal causes: Non-existence or non-observance of internal communication norms and rules: vertically (information, decision transmission, training, image creation, motivation and promotion of organizational culture) or horizontally (cooperation, mutual knowledge); Interruption of communication or distortion of messages due to the communication channels used, with adverse consequences on the efficiency of communication and determination of a certain state within the organization and in its external environment; The existence of barriers in the communication process: due to the horizons of interpretation and expectation, language, environmental barriers or due to the difference in status; Interpersonal communication styles of managers; The existence of an inadequate framework for the manifestation of informal communication between the members of the organization; The existence or non-existence of policies, strategies and structures dedicated to internal and external communication.

External causes: The existence of too much information, in a very short timeframe, on multiple channels, which exceeds the ability to process, verify and detect useful information for the organization; The existence of an intentional action to disrupt organizational communication by manipulating people's perceptions and representations regarding their place and role in the production, decision and control system; Intentional actions to reduce the credibility of the official communication of an organization, through publicized statements, through meetings with various audiences of the organization; The existence of an increased hostility towards an organization that results in blocking access to information sources and communication channels.

6.2. Effects of communication crises

Among the most well-known effects of communication crises, we can list: Reducing the efficiency of communication within the organization until it is blocked due to the uncontrolled development of channels parallel to official ones and the proliferation of redundant messages and rumors. The leaders of the organization are no longer recognized as credible sources of information, their place being taken by informal sources inside or outside the organization. Due to this, a filter appears between the management and subordinates that blocks, distorts or delays even the communication of the administrative type. In this case, the organization can no longer be run and enters into managerial crisis; Affecting the structure of the organization causes the triggering of communication and social conflicts in the organization. In an organization in a communication crisis, the distribution of hierarchical components is no longer recognized, and the way of emotional expression replaces the rational one. Confrontations and relationships of unpredictable forces arise that accumulate and move from

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institutional to organizational, then to groups within the organization. This brings unity in the face of danger and a situation of confusion sets in that barges any effort of lucidity and differentiation. In essence, once triggered, the conflict self-defeats until one of the parties is defeated, ceded or a third party intervenes that mediates the conflict; The communication crisis almost permanently generates the image crisis of the organization. Once triggered, internal communication conflicts affect the identity of the organization, the mechanism of formation and promotion of the image being thus interrupted. Also, by interrupting the flow of information or distorting the functional and deliberate messages that the organization transmits in the external environment, the credibility of its actions is reduced. The organization's confidence, notoriety and legitimacy shares decrease, creating the premises for the image crisis and causing major disturbances in all its spheres of activity. In this case, it is necessary to restore the social image of the organization through an action to overthrow it or create a new communication identity; The communication crisis can also spread in the external environment, causing other organizations to enter the communication crisis, depending on their degree of dependence on the crisis generating organization.

6.3. Internal communication in crisis situations

Although, at least from a theoretical point of view, the importance of internal communication during crises is recognized and accepted, in practice it tends to be neglected as a result of the privilege of the media endeavors. In reality, they should be given at least equal importance to that shown to communicate with the media.

According to Simon Moore and Mike Seymour: "internal communication is crucial in crisis situations because it is able to provide the organization with cohesion and coherence" (Moore and Seymour, 2005) In crisis situations, the lack of internal communication and, consequently, the danger of such feelings appearing are all the more dangerous, and from here to jeopardizing the stability of the organization is only one step. Internal communication is essential for the success of the crisis resolution process.

Czarnecki believes that one of the fundamental reasons for internal communication is to avoid the discrepancy between the extremely high interest of the members of the organization, eager to find out what is happening and the small amount of information provided by the organization, a discrepancy that inevitably generates rumors (Czarnecki, 2007). Effective internal communication in times of crisis aims to preserve the trust and loyalty of its own members. Moreover, it can capitalize on the results previously obtained in terms of managing the attitudes of employees. Stress at work, including the positive stress of challenging opportunities, inevitably leads to the appearance of all kinds of feelings. People have always expressed their feelings at work and will continue to do so, including bitterness or frustration. As a general rule, it can be said that only those who are extremely disinterested in their work do not manifest their emotion at work. Supervisors should not try to suppress passionate involvement and language appropriate to this state of mind in the workplace.

In order to adapt the messages addressed to the employees, the management must permanently take into account the wide variety of their behaviors. In particular, individual messages should be adapted to the addressee.

Regardless of the existing situation, crisis or conflict, the most important thing is that the management of the organization is aware of the need to communicate efficiently and quickly, correctly and completely with its own members. According to James E. Lukasyewski, in the process of internal communication, especially during a crisis, communicators must take into account the essential values of the members (employees) that are the subject of communication: the survival of the organization to which they belong; personal safety of the workplace; professional recognition (especially on the part of superiors); the appetence for tasks that do not endanger their own safety or health; the truth (especially from superiors) and the quality of the environment in which they work (Lukasyewski, 2000). If for the proper functioning of an organization the communication flows from top to bottom are very useful, the converse is also valid, especially in times of crisis. In this sense, bottom-up communication provides managers with important feedback, which staff members may not receive in full and from managers on intermediate hierarchical levels, who act as filters when it comes to vertical communication, and it is in the downward or upward direction.

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7. Conclusions

Communication is one of the most important activities in an organization. Fundamentally, relationships develop as a result of communication, and the functioning and survival of organizations are based on effective relationships between individuals and groups. Moreover, organizational capacities are adopted and developed through intense communication and social processes.

When presenting the components of a communication process, the context in which it takes place, let it be not neglected, let it be the communication barriers. Regarding the context of communication, it contains physical, temporal, psychosocial dimensions, between which there are relationships that can have a positive character or that can lead to the failure of communication.

A special note, important to remember for human resources managers, is the knowledge of the diversity of sources of intrapersonal conflicts for finding solutions to solve. At the same time, knowledge on certain states

and feelings is required – such as: culpability, anxiety, cognitive dissonance, frustration, stress, constraints, etc. – which can later influence the organizational behavior and, finally, the efficiency in activity of both managers and employees.

In conclusion, internal communication must be characterized by honesty, openness, opportunity (timely information) and completeness of information (providing all the information that the members of the organization need), so that the members of the organization perceive the existence of an optimal organizational climate for carrying out activities in order to achieve the set objectives.

Interpersonal relationships occupy a main place in an effective communication process, given that in business or in any other field, the two partners who meet in such a relationship are self-re-teen individuals, who live in certain environments, social and human contexts. Each of the two seeks to have access to the other's system of personal meanings, in order to explain his behavior, and then to interpret that system, that is, to understand it as a person. As a self-reflective thinking being, man rethinking his past and can reorganize his plans for the future. In business, in the family environment, in the educational process (Balaceanu, 2020), etc., it is necessary to understand from the inside the system of meanings specific to the other person, and not to the attribution from the outside, of causes for a certain behavior. Man needs relationships, social communication, between all these are found at the central level, interpersonal relationships.

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