

DIAGNOSIS OF THE ORGANIZATIONAL CLIMATE AS MEAN OF MANAGEMENT OF COMMUNICATION

Abstract

Organizational climate, as form of manifestation of the management of the communication, gives birth to the idea that the management of communication represents the link vector between the formulation of the organization's objectives and the adoption of decisions, fulfilling in the same time the roles of diagnosis and monitoring of the organizational climate and of intervention for the increase of adaptability and efficiency of the organization. The organizational climate, described through the affective, cognitive, attitude and conduct components of a collective or labor group (of S.C. ALUCO S.R.L.) is connected to the general management of the organization - the quality of the actions taken for the insurance of normal physical and social environment conditions, the way of constitution and the structure of the micro-labor groups, the quality of the labor relations, the system of labor evaluation, the improvement and promotion of harmony between the members of the collective, as well as the style and methods of management etc. This entire mechanism is mediated through organizational communication studied through its basic purpose – solving certain problems which would prevent the performance of the basic functions of the organization. In this way, the communication environment is approached as support of the organizational conduct, and through the diagnosis of the organizational climate the evaluation of the management of communication is considered, as an expression of the general management.

Key words: management, communication, organizational climate, performance assessment

1. Introduction

Seen from systematic point of view, the activity of any organization supposes a permanent adjustment of the content and mean of function of communication, by some mechanisms that will assure a response capacity at new conditions, objectives and requirements of interior and exterior order, what makes the management of communication become a priority and a permanent preoccupation of the deciding factors for its re-dimensioning in compliance with the changes

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and provocations of the organization, especially regarding the organizational climate. Because of these reasons, **the management of communication represents the link between decision and objectives, being the essential factor by which there can be diagnosticated and monitored the organizational climate and also, there can be intervened decisively for its improvement, with the purpose of increasing the adaptability and efficiency of organization. Generalizing, we may say that the management of communication is the spine of the management of any organization, fact that we are going to try to argument in the next paragraphs.**

The organizational climate may be described by the affective components (feelings, fears, positive or negative sentiments), the cognitive components (the believes, opinions, rumors) and components of attitude – behaviors (involvement, absenteeism, protests, revendication etc) of the groups of work. The evaluation and analysis of the organizational climate is not resumed to making radiography of the existent situation in the organization or in a department, to the description of opinions, conflict state, waiting or degree of satisfaction of employees placed on different hierarchic levels.

The analysis of the organizational climate offers very valorous information, under the form of suggestions or solutions for the solving of certain problems of communication, of possible links of training and motivation of employees, of the description of some future threats, or of some opportunities of development or efficiency of the activity of the company, offering the advantage of making a “radiography” of the situation. The results of such analysis, even if they are of subjective nature, because they express the appreciations of the staff of the organization, may contribute to the fundament of some concrete and rational decisions, because it completes the scientific knowledge of an organization and contributes to the entire systemic of the administrative component with the relational – human one.

As non – material and informal entity of the organization, the organizational climate may be researched by the same concepts, techniques and inter – disciplinary instruments as the ones regarding to the organizational behavior and which may be contained in a specific method of investigation and analysis, called **organizational diagnosis**.

The organizational diagnosis proved to be a method that puts at the disposition of the researcher a diversity of relevant information for the study of the organizational climate, but in the same time of the management of communication of an organization. The multi-dimensional selection of the themes of diagnosis and their study, at organizational system level, especially on functional sub – systems, puts in evidence the causes, and especially the effects of the management of communication of a company, with the deficiencies and its performances

and constitutes the reference point in the formulation of solutions of remediation or organizational change, that will not only be the expression, but also the warranty of their acceptance by the human factor of the organization.

2. Methodological aspects of the research

2.1. The objectives of research

Theoretical objectives:

- a) Definition of the main elements of organizational climate that may be investigated by the organizational diagnosis and the establishment of the notes of specification.
- b) The approach of the organizational diagnosis as method of research of the organization climate.
- c) Identification of inter – relations between the organizational structure and the organizational climate and the evidencing of the role of managerial communication, as regulator factor of this mechanism.

Practical objectives:

- a) Diagnosis of the organizational climate from the perspective of the main relevant aspects: motivation and professional satisfaction, communication and relations, organization and structuring of the work, elements of organizational conflict, perception of performance
- b) The analysis of the main elements of the management of communication by relations at aspects that hold to the organizational climate and the evidencing of the links between them
- c) The establishment of the inter – dependences between the management of communication and the components of the organizational climate and the evidencing of the dynamics of the relation

2.2. The hypothesis of research

If we admit that the structure of the organizational climate is the expression of the human factor of SC ALUCO SRL and implicitly of the actors of its communication, when between the organizational climate and the management of communication exist significant inter – dependences, determining one each other.

2.3. Methods and used techniques

The specific methods and techniques most frequently used in such studies are: the questionnaire, interview, socio – metric technique, study of the documents of the organization. In order to reach the objectives of the research and to verify the hypothesis of research we will use the investigation based on the questionnaire, called “**Questionnaire of diagnosis of the organizational climate**” (C.D.C.O.).

This is an instrument constituted and pre – tested in the purpose of investigation and is inspired from the questionnaire “**Organizational climate**” [12 and 13]. The structure of the questionnaire was established depending on the objectives of research, containing questions of opinion, formulated and validated by the research team, at which we added categories of items from the specified source, in order to offer a complete image of the dimensions of organizational climate, and also in order to give the main determinant factors of them.

The diagnosed elements of the organizational climate are:

- **The motivation of the staff**
- **Professional satisfaction**
- **Attitude regarding the change**
- **Communication and collaboration between employees**
- **Organizational conflicts**

For the improvement of qualitative interpretation of the results that may be registered by the scales type Likert, with five levels of appreciation, we will refer to the “**Scheme of evaluation of absolute data**” – **SEDA** [36]. By it, the absolute values of the results will be reported to specific classes of signification, which imposes a supplementary system of reference, regarding the statistic analyzes, in the interpretation of the data of research.

The scheme of evaluation of absolute data establishes a division of the scale 1-5 in intervals with different significations.

Each interval is associated with a qualitative interpretation of the values that fall in its limits, in compliance with the table presented below.

Table 1

Scheme of evaluation of absolute data (SEDA) [36]

Absolute values	Definition of the area of interpretation	Qualitative appreciation
over 4.00	“ <i>very good situation</i> ”	The characteristics are not problematic in general, although they can also be perfected in a certain measure.
3.76 – 4.00	“ <i>normal situation: good</i> ”	The characteristics are normal, non – problematic, although they have their negative aspects, being able to be improved.
3.51-3.75	“ <i>normal situation:</i> ”	The characteristics start to become

	<i>attention, problems”</i>	problematic.
3.01-3.50	<i>“normal situation: critical points”</i>	The characteristics represent a critical point, being able to evaluate to a serious situation.
under 3.00	<i>“serious situation ”</i>	The characteristics represent serious problems, being able to produce perturbations in their area of manifestation.

According to this table, if an appreciation is expressed with an average of absolute intensity of over 4, the analyzed factor is interpreted as being in a *very good situation*, which does not rise problems of functioning of the organizational analyzed system, but if the same opinion registers an average of 3 or even less, then that factor of analysis signals a problem, eventual serious being a consequence of a critical representation or even negative in the appreciation of the respondents.

There is no pattern of interpretation, with which the characteristics of the organizational climate may be determined, but always the aspects of organizational life have a relative character [37]. Generally, the signification we must attribute to the absolute data of investigation is dictated by the level of appreciation of the decider, in the sense that, if a certain characteristic is approached to the level considered to be desirable, necessary from the point of view of the management or of organization, its value will be estimated as being relatively high, although, from the statistic point of view, it is far from the maximum limit of the scale.

On the contrary, if it is far from what is considered to be normal and desirable, it will receive a lower signification, no matter the absolute value of the data.

3. The mean of development and results of investigation

To the questionnaire was applied a pattern of 30 employees, of all departments of the company, exception making the unqualified workers of the site, who, by the nature of hierarchic subordination and of the specific of activity have no relevant sufficiency for elements of the organizational climate submitted to analysis. The structure of respondents on the three departments is the following:

- The Economic Department: 9 employees – all the staff of the department
- The department of Quality: 5 employees – the entire staff of the department
- The department of Production: 16 employees – all staff of the department

This structuring of the patterns was made, on one hand, depending on their representation in the diagram of the company, and on the other hand depending on the nature of activity and the context of monitoring of the management of communication: distances of communication, accessed networks, access to the decisional authority etc. All persons that have participated to the research of diagnosis of the organizational climate were trained so that their implication to be optimal.

3.1. The professional motivation of the employees

It has been analyzed at the global level, also from the perspective of five fundamental factors: *personal development, retribution, payment of bonuses and competence.*

So, at the level of the entire company, **the global coefficient of the motivation is 3.25** – *normal situation, critical points*, which means that the staff feels the climate good for the implication in activity at a relatively low intensity.

At the level of every department, the same coefficient has the following values:

- **The Department of Production: 3.57** – *attention problems*
- **The Department of Quality: 2.64** – *serious situation*
- **Economic department: 2.95** – *serious situation*

We observe that, on the fond of a low motivation of work at level of company, the best represented department is the one of production, that registers values bigger that the ones of the other two departments.

In order to see which are the elements that determine this situation, we will show the main factors of motivation, separately for each department:

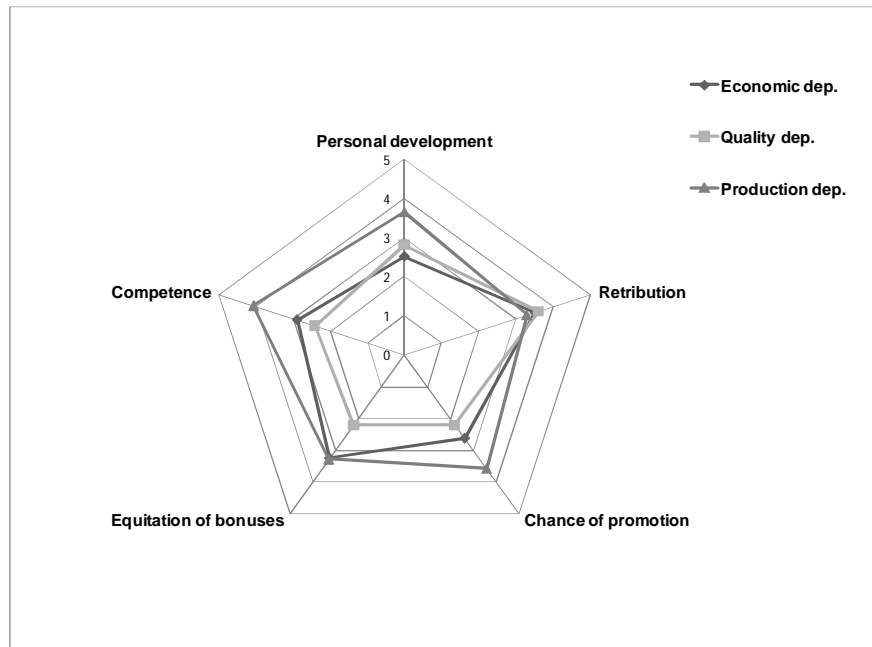


Figure 1. The distribution of factors of motivation (resulted from research)

The factor of motivation that remains constant in the appreciations of the respondents is the one of retribution, which gives an acceptable situation for all employees. In relation with the others, the values differ significantly, on the first place situating the department of production. In this department, the employees consider that they prove to have competence, the bonuses are equitably distributed, they feel the existence of some perspective of personal development and promotion, the most probable as a direct consequence of the increase of the number and complexity of the contracted works by the company in the last year.

At the level of the workers from the area of distribution it seems that the levels of expectance are more realist, which determines this climate favorable in comparison with the other departments. Analyzing, by comparison, the other two departments weaker represented, the situation is registered at the one of quality, where the equitation of bonuses and the chances of promotion are positioned in the area of serious situation.

3.2. Professional satisfaction

The level of general satisfaction is observed to be high enough, **70% of the employees declaring that they are pretty satisfied of the actual professional activity**, the average of expressing the intensity of satisfaction being of **3.77 – good situation**. The representation of the professional satisfaction of the staff per each department is the following:

Table 2

The representation of the professional satisfaction per departments
(result of research)

No crt	Investigated department	In a general way, how satisfied are you of your actual professional activity					Average of the intensit y of opinion
		Very small measure (1)	In small measure (2)	In a certain measure (3)	In big measure (4)	In a very big measure (5)	
1	Production	-	-	5.9%	76.5%	17.6%	4.12
2	Quality	-	-	40%	60%	-	3.60
3	Economic	-	12.5%	62.5%	25%	-	3.13

The analysis per sub – structures of the general satisfaction shows us that the state of un-satisfaction of the staff is presented especially at the level of economic department and of the one of quality, fact confirmed not only by the distribution of percentages, but also by the values of the averages: 3.13 – critical points; 3.60 – attention problems. In the case of the department of production the general satisfaction is very good, because the obtained average was of 4.12.

The analysis of the professional satisfaction does not resume to the general appreciation but is concretized in many dimensions or component factors, such as: profession, concrete work that the staff develops, the atmosphere inside the company, the perspectives of promotion, the behavior of the chief, results of the activity and hierarchic communication, whose values, resulted from investigation are represented in the following diagram:



Figure 2. The representation of professional satisfaction (resulted from research)

With an average of appreciation of these dimensions of the satisfaction, of **3.67 – good situation**, is observed that we deal with a coincidence with the **values of the general factor of satisfaction (3.77)** we can remark the fact that, on the fund of a motivational state (3.25), the satisfaction is higher. On the other hand, the distribution of the factors of satisfaction for each department and also the intensity of their averages give a configuration similar to the one of the factors of professional motivation, but they are expressed at a higher level of intensity: **4.10 for the department of production, 3.22 for the one of quality and 3.41 for the economic one.**

This discrepancy between motivation and satisfaction may be a consequence of global and systematic degradation of the organizational climate, which determines the employees to be more satisfied of the actual situation, instead of a possible aggravation of it. Also, the fear of not getting in a less favorable position on the and on the fund of actual state, the motivational implication is under the level of satisfaction appreciated until the moment of development of research. The fact that the differences between departments, regarding the motivation and also the global professional satisfaction and per dimensions are relatively constant, they determine us to believe that the most important sources of deterioration of the organizational climate are related to the management of communication and the characteristics of the practices of direction of the chiefs of departments.

3.3. The attitude regarding change

By this research we have analyzed the intensity of the desire of change, especially its sense, fact that leads us to the causes that give the configuration of the organizational climate from SC Aluco SRL. The level of intensity of changes that would lead to an improvement of the activity of the company is represented, for the staff of the company, so:

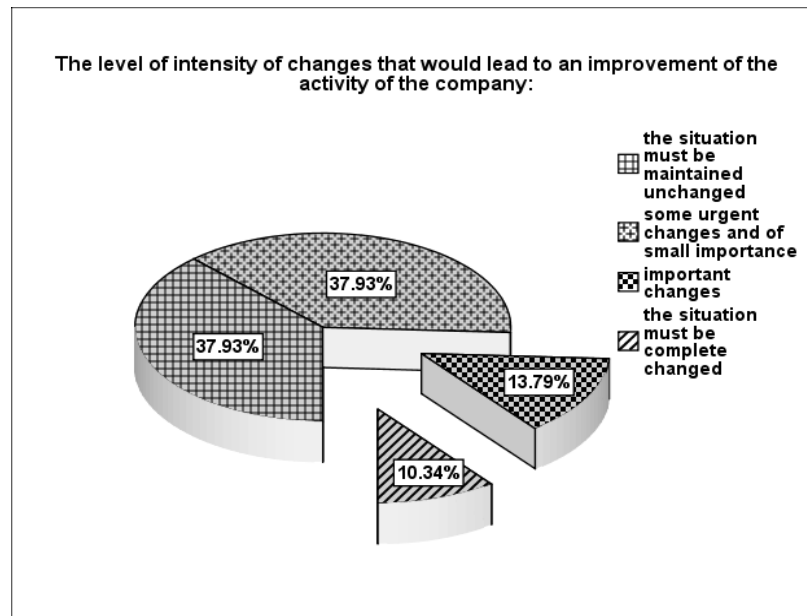


Figure 3. The percentage representation of the perception of changes (resulted from research)

The employees appreciate, in proportion of 37.93% that should be kept without changes the actual situation, while 10.34% they believe that it should be completely changed the existent situation, and 13.79% that are necessary important changes, of importance at the level of the company. So, on the background of the expression of a state of professional satisfaction relatively high, in proportion of over 60%, and the functional departments are differentiated also under this aspect, as it results from the below diagram:

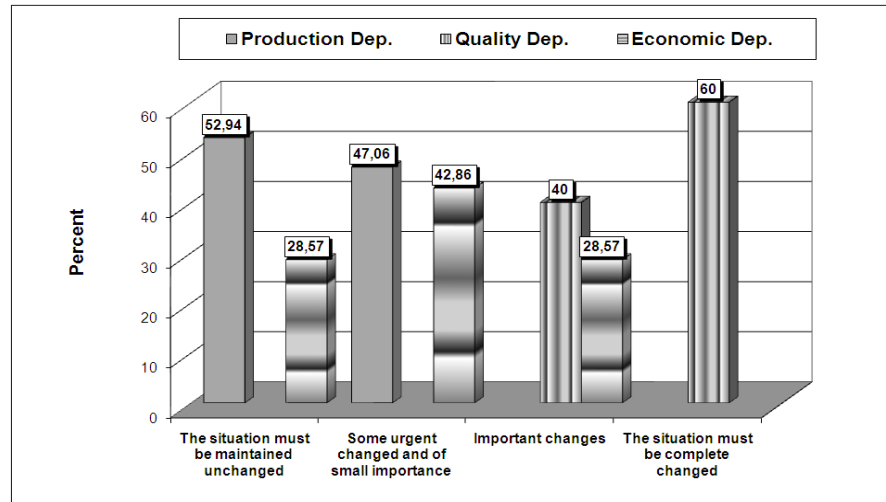


Figure 4. The graphic representation of the perception of changes (resulted from research)

From these results we observe that the department of production is the most satisfied one of the actual conditions of company, more than a half of its employees believe that the situation must be maintained unchanged, the rest choosing the realization of some urgent changes and of small importance. The economic department expresses more accentuated in the favor of the change in comparison with the one of production, approximately a third being the adepts of important changes, while the department of quality is the one more trenchant in appreciations, 60% of the employees consider that the situation must be completely changed.

The analysis of the results regarding the attitude for a change confirms the ones from professional motivation and satisfaction, putting in evidence the existent situation in the company and the notes of specification per functional departments. So, we deal with a motivation relatively low for work at the level of two departments – economic and of quality, which is influenced negatively by the organizational climate and, implicitly, the relations of communications.

In order to analyze what are the directions in which there should be realized these changes, we will analyze the following results:

Table 3

The frequencies of the perception over the types of changes
(resulted from research)

The most useful changes for the things to work better	Frequencies of elections
<i>The promotion of initiative and responsibilities of employees</i>	20
<i>Establishment of a system of recompenses in compliance with the obtained performances</i>	18
<i>The improvement of work relations between chiefs and sub – ordinates</i>	14
<i>Solving of conflicts, tensions</i>	8
<i>Improvement of abilities or style of direction of the chiefs</i>	7
<i>Better organization of the activity</i>	3
<i>Evaluation of existent staff for the establishment of the appropriate person at the appropriate place</i>	3
TOTAL OF RESPONDENT	30

* The employees had the possibility to make three elections of the most useful changes

So, we obtain a first panel that de-motivates the employees of the company and determines them to desire the change of the actual situation. This is characterized by an authoritarian mean of work of the general director and a rigid approach of the roles of manager of the ones who have positions of direction in the structure of the company.

The situation determines the respondents to sustain with a significant intensity that the promotion of the initiative and the assuming of the responsibilities of the employees are not encouraged, and the system of bonuses is insufficient.

Other two organizational characteristics appreciated as being insufficient refer to the work relations between chiefs and sub – ordinates and the solving of conflicts and tensions.

The results at this factor, per the three functional departments, are not taken too far from the general interpretation but show the notes of specification impressed at the level of each sub – structure, of the nature of charges, but especially the communication and relation per horizontal and vertical.

- **The economic department (Dec):** on the first positions is situated the promotion of the initiative and responsibilities of the employees and improvement of abilities or style of direction of the chiefs
- **The department of quality (DC):** the promotion of the initiative and responsibilities of the employees and the improvement of relations between chiefs and subordinates
- **The department of production (DP):** the establishment of a system of bonuses in agreement with the results obtained and the promotion of the initiative and responsibilities of employees

The element found as problematic at all three departments is the one of promotion of responsibility and initiative of employees, as a consequence of some general causes, that affects the entire organization, but at the level of department intervene specific factors, that show dysfunctions related to the style of direction of the chief, in case DC of the quality of relations between chief and subordinates, in case Dec and the system of bonuses in the situation DP.

In other words, we may say that we have obtained a definite organizational climate, at the level of the entire company, with a lack of flexibility in the liability of employees, difficulties related to the delegation of charges to them, as a consequence of the style of direction of the general manager, deteriorated relations between the chief of economic department and his subordinates and a style of direction in the department of quality.

So, we may conclude that, in the sub – structures where the organizational climate is felt as being unfavorable, the specific causes of the deterioration are linked to communication.

3.4. The communication and collaboration between employees

For the analysis of communication and collaboration, we may calculate a global coefficient that is the expression of the average of all component factors, or may be presented separately, for a more detailed image of communication from organization.

At the level of the entire company, **the average value of the global coefficient of communication is of 3.54 – attention problems**, and the three departments obtain the following results:

- **Production 4.20** – very good situation
- **Quality 2.67** – serious situation
- **Economic 2.85** – serious situation

So, the department of production is detached as a sub – structure, at the level of which the communication is very good, while the other two confront with important difficulties in this sense.

SC Aluco SLR is proved as an organization at the level of which the aspects of communication refer to *reception of the chiefs of new ideas, inter-personal relations between the employees and professional cooperation*.

The averages of these three factors situate in the area of attention problems, the same as in the case of global coefficient of communication, as it results from the diagram presented in Figure 5.

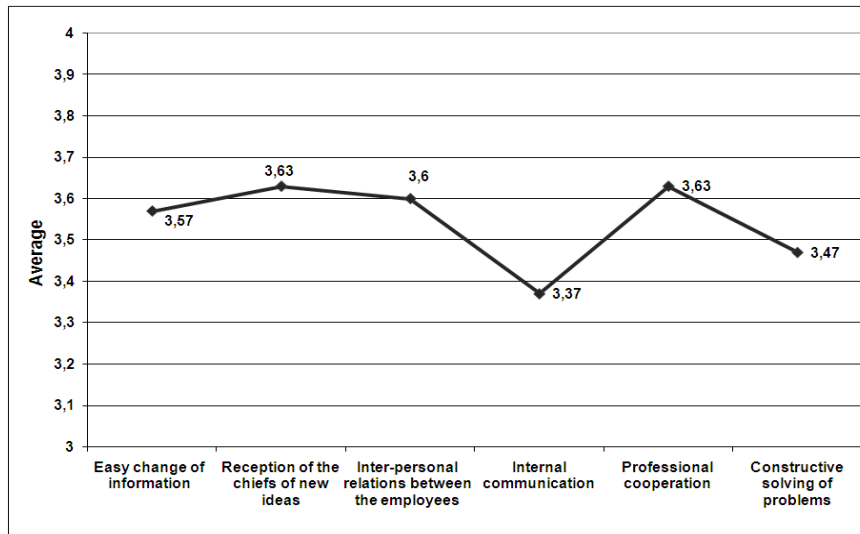


Figure 5. The graphic representation of the factors of communication (resulted from research)

Internal communication, the constructive solving of problems and the easy change of information registers lower values, situated in the area of critical points, constituting in weak points of organizational communication. The lowest appreciation over the communication is registered at the department of quality where, with the exception of inter – personal relations between the colleagues, the other factors describe a serious situation. So, the quality of the organizational climate, per departments, does not change significantly the configuration in the case of the factor of communication, which gives us the right to believe that between the two entities exists a significant causal link.

The representation, per departments, of the factors of communication confirm the ones said above, in the sense that the distribution of the values at this factor is similar to the one of the other dimensions of the organizational climate, as it results from the next figure:

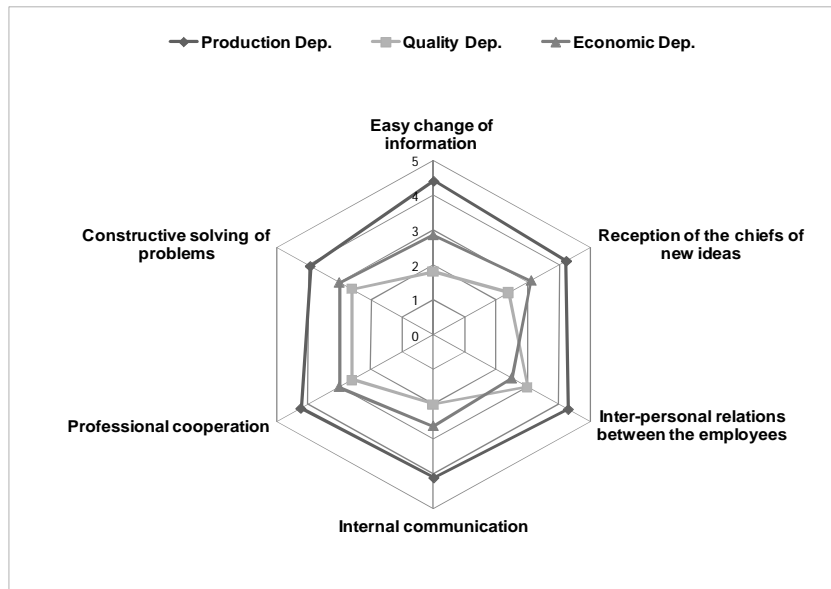


Figure 6. The distribution of communication factors (resulted from research)

We observe that the department of production obtains the best results, in comparison with the other two, proving that all factors of communication work in correlation with the other aspects. The lowest appreciation of communication is registered at the department of quality where, with the exception of *inter – personal relations with the colleagues*, all the other factors describe a *serious situation*. So, the quality of the organizational climate, per departments does not change the configuration significantly or in the case of the factor of communication which supports the hypothesis of research.

3.5. Approach of organizational conflicts

The mean of treating the organizational conflicts contains an important side of the communication especially that many of the organizational conflicts may not be approached without taking into consideration the management of organizational communication. Because of these reasons, the results obtained at this factor are extremely relevant for the interpretation of the management of communication and of the impact of it over the organizational climate.

The operation of the organizational climate may be done by the appeal at the concept of atmosphere of work, which, at the level of the company, is presented according to the diagram below:

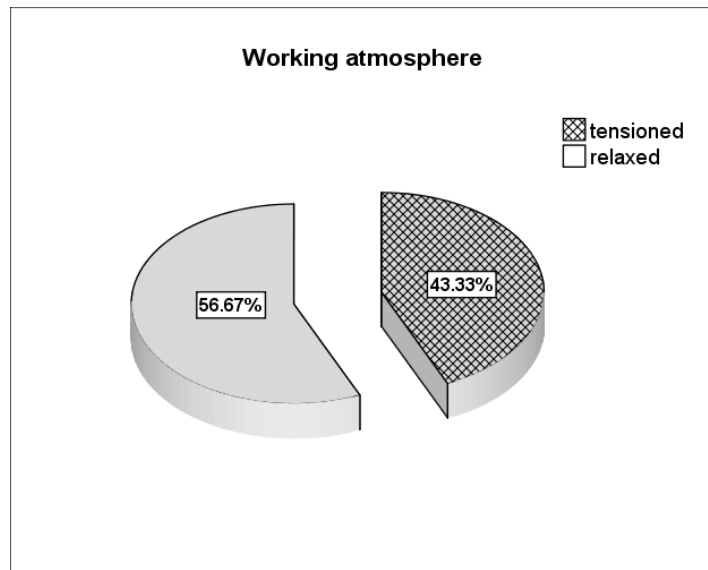


Figure 7. The percentage representation of the working atmosphere (resulted from research)

These results may not surprise us if we take into account the data presented and interpreted, so, 43.33% of the staff of the company sustains that the atmosphere at job is tensioned.

The most relaxed organizational climate is registered at the level of the department of production, with a favorable appreciation of over 80% while in the case of the other two departments the situation is more difficult, only a third of the economic one and 21.3% of the quality department appreciate the atmosphere to be relaxed, as it results from the following table:

Table 4

The representation of the working atmosphere per departments (resulted from research)

No crt	Researched department	How do you characterize the working atmosphere at job?	
		Relaxed	Tensioned
1	Production	82.4%	17.6%
2	Quality	21.3%	78.7%
3	Economic	29.2%	70.8%

The causes of tensioned atmosphere, per departments, have resulted to be the following:

- **Production:** the divergences of personal opinions, misunderstandings related to the professional activity, style of direction of the chief

- **Quality:** style of direction of the chief, rumors, gossips that circulate in the company and the communication with the chiefs
- **Economic:** the rumors and gossips, style of management and communication with the chiefs

We observe that, where we have a tensioned climate, it is associated with dysfunctions of communication, such as: rumors, gossips, management style and hierarchic communication. The elements of some divergent positions, such as: personal opinions and misunderstandings related to the professional activity do not seem to generate interpersonal tensions and so, they do not increase the chances of instauration of some organizational conflicts.

A significant aspect for the analysis of the hierarchic communication is the one of opening towards the chiefs regarding the arguments of the employees, when there appear misunderstandings or tensioned situations. The results obtained in this sense, at the level of the entire company, are the following:

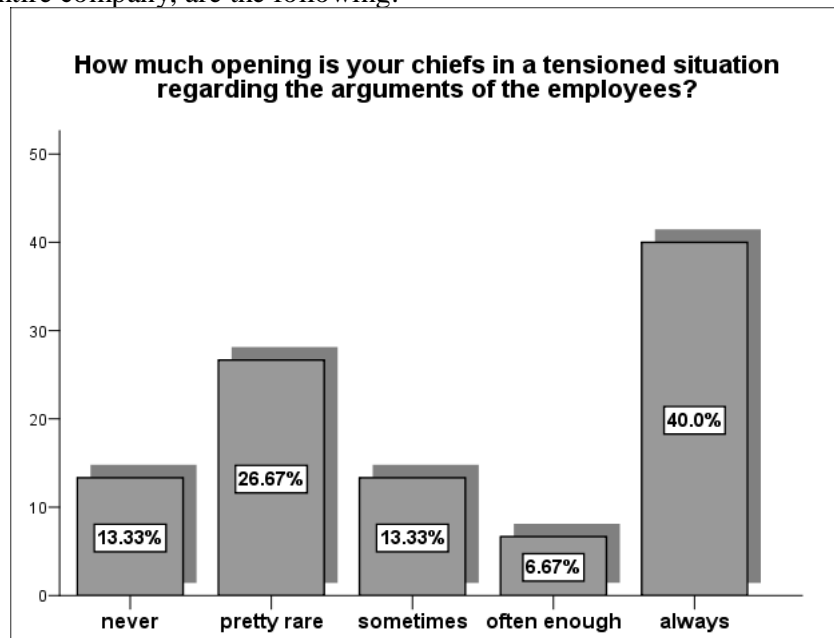


Figure 8. The representation of the opening of chiefs regarding the arguments of employees (resulted from research)

With an average of the intensity of appreciation of 3.33 – critical points, approximately 40% of the employees sustain that they are offered the possibility to sustain the point of view *never and pretty rare*, while also 40% say *always*. This polarization of the results towards the extremes of the scale of appreciation may be related to the constitution of some informal groups in the plan of communication, that differentiate the

quality of organizational communication and divides the staff of the company in at least two groups, different under the aspect of the organizational climate. At the level of departments, this factor is presented like this:

Table 5

Distribution of the results per functional departments
(resulted from research)

No crt	Researched department	When you are in a misunderstanding situation, what does allow you to say you opinion, to excuse yourself in front of the chiefs?					Average of the intensity of opinion
		<i>Never 1</i>	<i>Pretty rare 2</i>	<i>Sometimes 3</i>	<i>Often enough 4</i>	<i>Always 5</i>	
1	Production		11.8%	5.9%	11.8%	70.6%	4.41
2	Quality	40%	60%				1.60
3	Economic	25%	37.2%	37.5%			2.13

In the same tendency as in almost all themes of research, the best represented is the department of production, followed by the economic one. At the opposite pole is situated the department of quality, which is proved to be insufficient at the chapter of communication, of which depends not only the elimination of conflicts but also the cultivation and maintenance of an organizational climate optimal for the professional performances.

4. Conclusions

The research that had as objective not only the communication but also elements of organizational climate, associated to it, showed that one of the determinant factors of the configuration of a certain type of climate is constituted by the communication. So, the general level of the perception of organizational climate is directly proportional to the one of the aspects of communication and has as causes of potentiation or deterioration that send to the management of communication.

The organizational climate, at the level of the company, is defined by a lack of flexibility in the responsibility of the employees and the delegation of charges by them, as a consequence of the style of direction of the general management, deteriorated relations between the chief of economic department and its subordinates and a style of management in the department of quality. In this context, we may say that, at the level of the departments where the organizational climate is felt as being unfavorable, the specific causes of deterioration are related to communication.

Under the aspect of communication, the strong points of SC Aluco SRL are proved to be: receptivity of the chiefs to new ideas,

interpersonal relations between the employees and professional cooperation, per horizontal, and the weak points: constructive solving of the problems and the easy change of information per vertical. The lowest perception of communication is registered at the department of quality, where, excepting the interpersonal relations with the colleagues, the other factors describe a serious situation. So, the quality of the organizational climate per departments does not change the configuration nor in the case of the factor of communication, which makes us believe that between the two entities exists a causal link.

In the cases when there is observed a tensioned organizational climate, it is associated with communication dysfunctions, such as: rumors, gossips, style of management and hierarchic communication. The sources of some divergent positions, such as: personal opinions and misunderstandings related to the professional activity are not generators of tension, and so they do not increase the chances of instauration of some organizational conflicts.

The interdependencies between the organizational climate and the management of communication are verified by direct correlation and by reporting to the system of motivation – satisfaction – performance, as mechanism, proved scientifically in the works of specialty, of insurance of the equilibrium and organizational development. All strong points and the weak ones are reflected in the configuration of the motivation for work, of the professional satisfaction and appreciation of performance. **So, the most representative clue, in the sense of the verification of research hypothesis, is constituted by the value differences, under the aspect of the factors of organizational climate and the ones of communication, between the functional departments of the organization: where the communication is good, the organizational climate is favorable, optimal, while where parts of communication are proved to be insufficient, the organizational climate is altered.**

If from the point of view of its nature, the organizational climate may not be assimilated with the processes of communication, under the aspect of the content exist almost identification, in the sense that the support and the form of manifestation of the climate are expressions of the processes of communication. **In these conditions, making smaller the conceptual frame of the organizational climate at its side of content and the structural – functional one and taking into account the data of research we may say that, between the organizational climate and the communication from organization, not only there are interdependences but also they are superposed, having the same informational support and influencing the organizational processes.** So, the management of communication is an important part of the organizational climate and implicitly of the behaviors of persons from the

company, as main resources (human) in reaching the objectives of the company.

From the research results that the management of communication may not be investigated outside the organizational climate as entity of any organization, we may not talk outside the area of covering of the management of communication. In these conditions, the organizational climate furnishes points for the quality of the management of communication, and any managerial intervention in the sphere of communication must take into account the configuration of the organizational climate, as expression of the dimension of behavior in company.

The evaluation of the management of communication, from the prism of the organizational climate demonstrated that, at the level of any organization, function inter – conditioned two entities: the administrative – organizational structure, as it results from the standards and regulations assumed by the management of organization and the organizational climate, as expression of the existence of the socio – human factor and of organizational behaviors of employees. No managerial step can be made without taking into account these two entities, especially the second, which, as we demonstrated in this research, occupies the dominant role in the optimal functioning of the organization. More than that, the communication is the mechanism by which there is auto – regulated and managed the relation between the two entities of the organization: structure of management – organizational climate, which imposes the management of communication as the most important component of the management of an organization, and the organizational diagnosis fundamental method and even instrument of analysis and change of the management of communication.

As a result of researches realized we consider to be necessary a re-organization and re-modeling of the company that will improve more efficiently the strong points of the company SC ALUCO SRL (especially from the department of production) and which will eliminate the deficiencies of organization and of communication identified in the economic and quality departments. The change will take into account the transfer some jobs in structures, re-organization of the functions and attributions and also the perfecting of the managerial act.

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