

“Lucian Blaga” University of Sibiu
Faculty of Engineering
Industrial Engineering and Management

DOCTORAL THESIS
COMUNICAREA - FACTOR IMPORTANT
ÎN CULTURA ORGANIZAȚIONALĂ

- ABSTRACT -

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KEY WORDS

Communication, organizational culture, European integration, entrepreneurial communication, communication theories, dress code, advancement at work, work-life balance, workplace communication, decision-making process, behavioral consequences, communication channels used in the organization, types of communication strategies, teamwork, motivation level, transformational leadership

PREFACE

"Time passes, the question is how it passes."

Constantin Noica

Argument

Communication is one of the most profound and essential functions of a modern organization. In an era where change is constant and adaptability becomes the basic condition for organizational survival, the way in which organizations communicate inside and outside defines not only their culture, but also their long-term performance.

This paper aims to highlight the major role of communication in the construction and consolidation of organizational culture. Starting from a rigorous theoretical analysis and reaching relevant empirical studies – quantitative and qualitative – the research demonstrates that there is a deep bidirectional relationship between communication and organizational culture, with significant implications for leadership, employee satisfaction, performance and organizational resilience.

This thesis is based on the belief that successful organizations are not only those that adopt innovative strategies, but especially those that know how to communicate effectively, manage conflicts, inspire and create meaning. In this context, organizational culture becomes the concrete result of a coherent, transparent and adapted communication process to the current needs of human resources.

The work is structured in eight chapters, which start from the theoretical foundations of communication and extend to case studies and in-depth analyses of employee and employer perceptions. Concepts such as entrepreneurial communication, transformational leadership, organizational motivation, resistance to

change are discussed and strategic directions are proposed for optimizing performance through internal communication.

Finally, this doctoral research aims to provide an integrative framework for professionals in management, human resources and organizational communication, but also a solid basis for future interdisciplinary research.

This work is the result of a passion for the field of communication and the conviction that a healthy organizational culture begins with an authentic and strategic dialogue.

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RESEARCH OBJECTIVES

The research proposed in this paper originates from a fundamental question regarding the role of entrepreneurial communication within modern organisational culture, and its impact on innovation and organisational success. This question stems from the growing interest among contemporary organisations in optimising both internal and external communication, particularly in the context of accelerated innovation processes and shifts in the labour market.

Accordingly, the research questions are as follows:

Q1. What is the importance of entrepreneurial communication within organisational culture?

Q2. How does entrepreneurial communication influence innovation and organisational success?

These questions open up multiple avenues for scientific investigation, allowing for the exploration of the relationships between communication, employee satisfaction, organisational culture, and the outcomes achieved by the organisation.

To meet the general objectives of the research, four complementary perspectives have been adopted, each targeting an essential dimension of the employee experience in the workplace:

O1. Analysis of the current level of communication in the workplace.

O2. Analysis of the level of satisfaction with workplace facilities.

O3. Analysis of the current balance between professional and personal life among employees.

O4. Analysis of employees' main concerns regarding the workplace dress code.

As such, four distinct scientific investigations were conducted, each corresponding to a specific objective of the study. These are formulated as follows:

I. General Objective O1. Analysis of the current level of communication in the workplace.

- O5.1.** Investigating employees' perceptions of the current level of communication and organisational transparency, as well as the main channels and concerns related to workplace communication.
- O5.2.** Analysing the relationship between entrepreneurial communication and factors such as satisfaction with workplace facilities, work-life balance, preferences regarding work schedules, and teamwork collaboration.
- O5.3.** Exploring the impact of effective communication on employees' quality of life and productivity, as well as the ways in which organisational culture and dress code influence professional perceptions and behaviours.

II. General Objective O2. Analysis of the level of satisfaction with the facilities provided in the workplace.

- O6.1.** Identifying the frequency and relevance of keywords associated with entrepreneurial communication in job advertisements posted by employers in the fields of engineering and medicine.
- O6.2.** Analysing how values and competences related to organisational culture, collaboration, adaptability, and communication are reflected in candidates' CVs, including those of PhD graduates.
- O6.3.** Assessing employers' perceptions of the ideal candidate profile, based on professional experience, socio-communicative competences, and alignment with organisational values expressed in job offers.

III. General Objective O3. Analysis of the current balance between professional and personal life in employees' lives.

- O7.1.** Assessing the perceptions of IT employees regarding the quality of organisational communication in the context of change processes.
- O7.2.** Identifying the communication channels, strategies, and practices perceived as most effective in reducing resistance to change within organisations in the IT sector.
- O7.3.** Analysing the relationship between communication effectiveness and the level of acceptance of organisational changes, with the aim of formulating strategic recommendations to improve the transition process.

IV. General Objective O4. Analysis of employees' main concern regarding the workplace dress code.

- O8.1.** Investigating how different levels of communication (employee-colleague, employee-management, inter-departmental communication, external communication) influence perceptions of organisational culture and cohesion within IT organisations.
- O8.2.** Analysing the impact of communication channels (such as face-to-face meetings and digital platforms) on interpersonal relationships, the enhancement of transparency, and the prevention of organisational silos.
- O8.3.** Evaluating the correlation between communication transparency, dress code, schedule flexibility, and employee satisfaction, in order to identify practices that can strengthen organisational culture.

RESEARCH HYPOTHESES

In the current labour market context marked by dynamism, diversity, and increased attention to employee needs understanding employees' perceptions of their working environment becomes essential for optimising the organisational climate. Factors such as internal communication, the facilities provided by the employer, the balance between professional and personal life, as well as seemingly minor aspects like the dress code, directly influence job satisfaction and professional performance.

This research aims to investigate how employees perceive these dimensions of their work environment. The hypotheses formulated below serve to guide the analysis and interpretation of the data, providing a coherent framework for understanding employee expectations and preferences in relation to various aspects of the organisational experience.

H1. The majority of employees consider the current level of communication in the workplace to be good.

H2. The majority of employees are highly dissatisfied with the facilities provided in the workplace.

H3. The majority of employees believe they have a healthy balance between professional and personal life.

H4. The majority of employees regard comfort as their main concern regarding the workplace dress code.

OVERVIEW

Communication represents a fundamental pillar in shaping, developing, and strengthening organisational culture particularly in dynamic environments such as IT companies, technical institutions, and universities. From the perspective of a healthy organisational culture, communication is not merely a process of information transfer; it is a catalyst for cohesion, adaptability, and performance. In the context of this study, the integrated approach combining qualitative and quantitative research highlights the essential role communication plays in the adoption of organisational values, building trust, managing change, and attracting or retaining human resources.

Using a qualitative methodology as a starting point, our study analysed the content of over 506 job advertisements and 686 CVs of professionals from the fields of engineering and medicine. These documents serve as indirect sources reflecting the organisational culture aspired to by employers and perceived by candidates. Frequently occurring words such as “team,” “collaboration,” “stress,” “adaptability,” “sociability,” “dialogue,” and “organisational culture” emphasise the crucial importance of communication. Moreover, the frequency of the word “team”¹⁷⁸ occurrences in job ads, 144 in engineers’ CVs, and 190/125 in the medical context underscores its perception as a foundation for teamwork and integration into the organisational culture. Thus, communication, in the form of dialogue and collaboration, becomes both a marker of organisational identity and an effective recruitment tool.

At a quantitative level, the study conducted between 7–19 October 2023 on a sample of 100 employees in the IT sector provided essential data on the strategic role of communication within organisational culture. Key findings include: 59% of respondents rated the quality of communication in their organisation as “good”, while 32% considered it to be “very good”. This reflects a generally positive perception of the organisational climate. Furthermore, 82% stated that face-to-face meetings are the most effective method for introducing change, and 74% reported that such changes

were communicated during regular team meetings results that confirm the value of direct communication.

The impact of these mechanisms is evident in the fact that 78% of respondents considered communication to be “very effective” in reducing resistance to change, while 22% rated it as “effective”.

These findings position communication as a strategic factor a leadership tool and a means of managing organisational culture during times of rapid change. It thus becomes a vector of cohesion, an algorithm of adaptability, and a mobilisation mechanism. Moreover, through strategies such as public recognition of achievements (48% of respondents), decision-making transparency (27%), and continuous feedback (25%), communication takes on the character of a relational infrastructure: it stimulates engagement, enhances employee responsibility, strengthens the sense of belonging, and reduces uncertainty.

In parallel, practices aimed at clarifying the objectives and benefits of change recommended by 83% of respondents alongside detailed explanatory materials (17%), were identified as pillars of strong communication. These strategies simultaneously convey values and expectations, shaping organisational culture and facilitating the success of change initiatives. In this way, communication becomes transformative: it does not merely transmit messages, but also shapes identity, generates motivation, and reinforces behavioural norms.

The proposed CGRS model (Communication - Managing Resistance to Change - Organisational Culture) comprises the following key elements:

1. **Two-way communication:** Provides a framework for negotiating change, identifying concerns, and adjusting messages accordingly.
2. **Dedicated forum for open dialogue:** A space for raising questions and expressing concerns, which fosters transparency and engagement.
3. **Active participation:** Inviting ideas and opinions helps cultivate a sense of ownership and responsibility.
4. **Training and support resources:** These equip employees to understand the change and prepare them both practically and emotionally.

5. **The role of authentic leadership:** This reinforces change through leading by example, consistent communication, and validation of employee responses.
6. **Continuous monitoring and feedback, accompanied by tactical adjustments:** These help to anticipate resistance and ensure alignment towards shared goals.
7. **Transparency regarding causes, processes, and outcomes:** This reduces anxiety and strengthens the credibility of the message.

Building a positive change narrative, focused on both tangible and emotional benefits: This mobilises support and encourages commitment.

In essence, communication becomes the foundation of organisational culture, influencing how employees perceive change, interact with one another, and internalise organisational values. It is the force that connects all segments of the organisation from top management to operational levels through meaning, emotion, and interaction.

In the university and technical sectors, communication holds particular relevance. In the context of student recruitment, organisational culture is conveyed through messages, imagery, and experiences communication serves as the mechanism through which these elements are transmitted. Students, as the core of academic culture, will reflect the quality and authenticity of the institution's values. Strong communication can shape perceptions of the university brand, enhance the transparency of admission processes, and foster stakeholder engagement from high school pupils to academic staff and industry partners.

On the other hand, pre-university challenges such as the gaps in science and mathematics education evidenced by PIRLS and TIMSS highlight the fact that school culture ultimately depends on internal communication within schools: between teachers, students, and school management. Effective school governance, based on autonomy, accountability, and participation, is not possible without authentic communication among decision-makers, educators, pupils, and parents.

Moreover, communication becomes a mechanism of feedforward and feedback between pre-university and university education. Clarifying expectations, adapting curricula, and fostering inter-institutional collaboration all depend on the ability of stakeholders to communicate transparently and proactively. In the absence of a well-communicated organisational culture, the integrated process from curriculum to competences remains fragile.

In this sense, communication is truly the central factor in organisational culture: it connects people, institutions, values, and change. It transforms strategic discourse into practice, uncertainty into engagement, isolation into cohesion, and adaptation into resilience.

Therefore, communication should not be viewed merely as a means of disseminating information, but as the **relational** and **strategic** engine of organisational culture. In the case of contemporary organisations whether IT companies, technical universities, or schools communication is not a luxury, but a vital necessity. It ensures coherence, performance, and institutional relevance, contributing to adaptability, cohesion, and sustainable success in the complex era in which we live.

Part I: The Current State of Research on Communication and Organisational Culture

1. Structure

The first part of the paper is dedicated to analysing the most important theoretical perspectives and recent research in the fields of communication and organisational culture, with a focus on the interdependence between the two and their impact on organisational performance. This section is structured into three main chapters:

- **Chapter 1: The Dynamics of Communication – Theory, Process, and Applications in the Organisational Context** (5 sections);
- **Chapter 2: The Relationship between Communication and Organisational Culture** (10 sections);
- **Chapter 3: Optimising Communication through the Development of Organisational Culture** (7 sections).

This part is extensive and detailed, covering approximately 25% of the total volume of the paper. Two key reasons justify this scope. Firstly, the central theme of the paper communication as an essential element in strengthening organisational culture requires an interdisciplinary approach, incorporating theoretical perspectives from communication studies, organisational psychology, and management sciences. Secondly, the complexity of today's organisational environment (digitalisation, rapid change, generational diversity) calls for a comprehensive analysis of how communication shapes internal culture and influences organisational success.

2. Content elements

Chapter 1 explores the theoretical foundations of communication within organisations. It begins with the definition of key concepts, followed by a description of the communication process and the identification of its forms, channels, and barriers. The chapter presents the main classical and contemporary theories and models such as the Shannon-Weaver model, the Palo Alto group, semiotics, and

cybernetics which support the understanding of communication as a dynamic and relational process in organisations.

Chapter 2 focuses on the direct relationship between communication and organisational culture. It analyses various communication typologies (formal/informal, upward/downward, interpersonal), the functions of communication in organisational settings, and the impact of leadership, superior-subordinate relationships, and managerial communication. The chapter offers a detailed discussion on how communication influences employee motivation, satisfaction, and performance, as well as on communication barriers and strategies for overcoming them.

Chapter 3 proposes a constructive approach to how communication can be strategically used to develop a healthy organisational culture. It examines effective communication practices that support a positive culture, the role of leadership in this process, and the consequences of communication breakdowns on organisational climate. In addition, it outlines concrete strategies for optimising internal communication as a vector for cohesion and innovation.

3. Perspectives

Over the past two decades, organisational communication has been recognised as a key factor in institutional success, alongside strategy, structure, and human resources. In the digital age, communication has evolved beyond a mere operational skill, it has become a strategic competence, deeply rooted in an organisation's values and culture.

In this regard, **organisational culture**, understood as the sum of values, norms, symbols, and behaviours shared by members of an organisation, cannot be sustained or developed without effective, coherent, and empathetic internal communication. Communication acts as the vehicle through which culture is expressed, transmitted, and adapted in response to external change.

At the same time, communication plays a decisive role in **managing resistance to change**, motivating teams, and supporting collective decision-making. Modern organisational models are built on transparency, feedback, collaboration, and co-creation all of which are expressions of effective communication and of an organisational culture focused on inclusion and innovation.

The research findings presented in this study including the analysis of job advertisements, professional CVs, and questionnaires conducted in IT organisations confirm that key terms such as *collaboration, team, climate, adaptability, dialogue, and motivation* are not only frequently used, but also deeply valued by both employers and employees. This reinforces the hypothesis that a high-performing organisational **culture cannot exist without strong internal communication that is people-centred and grounded in constructive interaction.**

Therefore, the first part of this paper provides the conceptual framework necessary for understanding communication as a critical dimension in the formation and consolidation of organisational culture. This theoretical foundation supports the empirical component of the research, which focuses on analysing employees' and employers' perceptions of internal communication and its role in shaping a positive, adaptable, and performance-oriented organisational culture.

Part II: Employees' Perception of Entrepreneurial Communication in Organisational Culture

1. Chapter Structure and Objectives

This chapter aims to quantitatively analyse employees' perceptions of entrepreneurial communication within organisational culture. The data were collected via a questionnaire administered to a sample of 172 employees in Romania and are structured around the following specific objectives:

- O.I: Assessing the level of communication and the channels used;
- O.II: Analysing transparency and concerns related to communication;
- O.III: Examining the impact of communication on both professional and personal life;
- O.IV: Identifying preferences related to work schedule, facilities, work–life balance, dress code, teamwork, and advancement opportunities.

The questionnaire was inspired by the works of Armenakis et al. (2011), Carriere and Bourque (2009), Elving (2005), Goleman (2018), Grunig (1992), Locke and Latham (2002), and Meenakshi et al. (2013). It includes 29 questions and was processed using SPSS.

2. Analysed Results

2.1. Employment Status and Demographic Profile

- **Employment status:** 100% (172 respondents) confirmed their status as employees – screening question validated.
- **Gender:** 77.9% female, 22.1% male.

Table 1. Gender Distribution

Gender	Number of Respondents	Percentage
Female	134	77.9%
Male	38	22.1%

- **Age groups:** 5,8% (18–25), 16,9% (26–35), 32,6% (36–45), 34,3% (46–55), 10,5% (>55).

Table 2. Age Distribution

Age range	Percentage of Respondents
18–25 ani	5,8%
26–35 ani	16,9%
36–45 ani	32,6%
46–55 ani	34,3%
Peste 55 ani	10,5%

2.2. Level and Types of Communication

Overall communication level: 67.4% rated communication as “good” or “very good”, while 7.5% considered it “poor” or “very poor”.

- H1 confirmed communication is predominantly perceived as good.

Tabel 3. Perception of Communication Level

Perceived level	Percent
Very good	25,6%
Good	41,8%
Acceptable	25,1%
Poor	6,4%
Very poor	1,1%

- **Channels used:** Face-to-face communication is dominant (43.6%), followed by email (18%) and instant messaging (17.4%). Enterprise apps, meetings, telephone, and WhatsApp account for less than 11% combined.

Table 4. Communication Channels Used

Communication Channel	Percentage
Face-to-face	43,6%
E-mail	18%
Instant messaging	17,4%
Internal applications	7,6%
Formal meetings	6,4%
Telephone	5,2%
WhatsApp	1,7%

2.3. Transparency and Concerns

- **Transparency:** 64.5% perceive communication as good/excellent in terms of transparency; 34.9% believe transparency is lacking in certain areas.
- **Major concerns:**
 1. Lack of interdepartmental communication (45.3%)
 2. Unclear or contradictory information (33.1%)
 3. Lack of managerial feedback (13.4%)

Table 5. Concerns Regarding Internal Communication

Main concern	Procent
Lack of interdepartmental communication	45,3%
Contradictory/unclear information	33,1%
Lack of managerial feedback	13,4%
Other issues	8,1%

2.4. Impact of Communication on Life and Productivity

- 67,4% believe that more effective communication increases productivity and improves quality of life; only 1.7% see no significant impact.

Table 6. Perception of Communication Impact

Perceived Effect of Communication	Percent
Increases productivity and quality of life	67,4%
Affects only productivity	19,8%
Affects only quality of life	11,1%
No significant influence	1,7%

2.5. Preferences Regarding Work Schedule

- 39% prefer a fixed schedule, 37.2% a flexible one, 18.6% shift-based, and 5.2% prefer remote work.
- 78.4% consider schedule flexibility at the start of the day as “important” or “very important”.
47.1% would like a hybrid option; only 1.2% want fully remote work, while 51.7% prefer working exclusively in the office.

Table 7. Preferred Work Schedule

Work Schedule Type	Percent
Fixed schedule	39%
Flexible schedule	37,2%
Shift-based schedule	18,6%
Fully remote	5,2%

2.6. Facilities and Satisfaction Level

- **Benefits received:**

- 29.1% professional development,
- 25.6% common areas (café/kitchen),
- 20.9% medical insurance,
- the rest (<15%) include flexibility, remote work, relaxation, sports, free meals.

Table 8. Workplace Benefits Received

Facility	Percent
Professional development	29,1%
Café/kitchen/common areas	25,6%
Medical insurance	20,9%
Flexible schedule	13,4%
Remote work	6,4%
Relaxation/sports facilities	2,3%
Free meals	2,3%

- **Satisfaction level:**

- 39.5% satisfied, 10.5% very satisfied,
- 23.3% neutral, 19.2% dissatisfied, 4.1% very dissatisfied.
- *H2 confirmed.*

Table 9. Satisfaction with Workplace Facilities

Satisfaction level	Percent
Very satisfied	10,5%
Satisfied	39,5%
Neutral	23,3%
Dissatisfied	19,2%
Very dissatisfied	4,1%

- **Employee priorities:**

- Top priorities are medical insurance (25%) and professional development (23.8%), followed by flexible schedule (15.7%).

Table 10. Employees' Facility Priorities

Priority Facility	Percent
Medical insurance	25%
Professional development	23,8%
Flexible schedule	15,7%
Relaxation/meals/sports areas	13,3%
Transport/meal vouchers	9,5%
Recreational activities	7,1%
Remote work	5,6%

- **Impact of facilities:**

- 60.5% say benefits positively influence both productivity and quality of life; 19.8% say they affect productivity only.

Table 11. Perceived Impact of Workplace Benefits

Perceived impact	Percent
Positively influences productivity & quality of life	60,5%
Influences productivity only	19,8%
No significant influence	19,7%

2.7. Work–Life Balance

- Perceived importance: 97.1% consider work–life balance to be “important” or “very important”; 54.7% report maintaining it, while 37.2% say they spend too much time at work.
 - H3 confirmed.

Table 12. Perception of Work–Life Balance

Perception	Percent
Important or very important	97,1%
Not a priority	2,9%

- Measures taken: clear boundaries between work and personal time (44.2%), regular holidays (27.3%), hobbies (25.6%), domestic help (2.3%).

Table 13. Measures Taken for Balance

Measures	Percent
Clear work–life boundaries	44,2%
Regular holidays	27,3%
Hobbies	25,6%
Domestic support	2,3%

- Perceived benefits: 64.5% believe that work–life balance improves both quality of life and performance.

Table 14. Perceived Benefits

Perceived benefits	Percent
Improves both quality of life and performance	64,5%
Improves quality of life only	21,5%
No significant impact	14%

2.8. Team Collaboration, Advancement, and Ideal Work Culture

- **Team collaboration:** 89.6% consider co-workers to be an important/very important factor.

Table 14. Team Collaboration

Importance level	Percent
Very important / Important	89,6%
Moderately / Slightly important	10,4%

- **Opportunities for advancement:** 78.5% consider this important or very important.

Table 15. Importance Level

Importance Level	Percent
Very important / Important	78,5%
Moderately / Slightly important	21,5%

- **Ideal workplace culture:**

- 40.7% prefer a relaxed environment,
- 37.2% a collaborative one,
- 13.4% a competitive one,

7% favour a strong organisational culture.

Table 16. Preferred Work Culture Characteristics

Preferred Work Culture Characteristics	Percent
Relaxed and friendly environment	40,7%
Collaborative environment	37,2%
Competitive environment	13,4%
Strong organisational culture	7%
Other	1,7%

2.9. Dress Code

- **Current dress code:** Casual (43%), Business casual (42.4%), Formal (14.5%)
- **Perceptions:** 86.6% find the current dress code appropriate; 13.4% consider it too formal or too relaxed
- **Desire for flexibility:** Only 19.8% wish for more flexibility; comfort is the primary concern (55.8%)
- **Impact:** 59.3% do not believe the dress code affects organisational culture or productivity
- **H4 confirmed:** comfort is the major concern regarding dress code

Table 17. Perceptions and Preferences Regarding Dress Code

Category	Item analysed	Percentage
Current Dress Code Type	Casual	43%
	Business casual	42,4%
	Formal	14,5%
Dress Code Perception	Appropriate	86,6%
	Too formal / Too relaxed	13,4%
Dorința de flexibilizare	Want more flexibility	19,8%
	Satisfied with current rules	80,2%
Dress Code Concerns	Comfort	55,8%
	Professionalism	24,4%
	Organisational image	19,8%
Perceived Effects	No impact on culture or productivity	59,3%
	Positive/negative impact on performance	40,7%

3. Conclusions

Overall perceptions of communication are positive, with face-to-face interactions, emails, and instant messaging being the most preferred channels. However, there is a noticeable need for greater transparency and clearer definition of the communication channels used. Although transparency is generally appreciated, challenges persist regarding interdepartmental communication and the coherence of messages delivered. Effective communication is perceived as a key factor in enhancing both productivity and quality of professional life.

Work schedule flexibility is highly valued by employees, who express balanced preferences between fixed and hybrid arrangements. A flexible schedule is regarded as a high priority. Regarding workplace benefits, professional development and medical insurance are among the most appreciated, although the current level of satisfaction is moderate and could be improved.

Work-life balance is considered a fundamental dimension, with employees taking proactive measures to maintain it. Team collaboration, opportunities for advancement, and organisational culture play a central role in professional satisfaction, being seen as essential for engagement and retention. As for the dress

code, comfort is the top priority, and flexibility in this area is not a major concern for most participants.

Entrepreneurial communication is perceived as relatively well implemented, but there is significant room for improvement in transparency and interdepartmental communication. A flexible work schedule, relevant development-related benefits, and work-life balance are seen as key pillars of organisational culture, reflecting employees' core needs. A comfortable dress code reflects a shared culture where individual freedom is accepted and appreciated.

Part III: Employers' Perception of Entrepreneurial Communication in Organisational Culture

1. Structure

Chapter 6 constitutes the final section of the qualitative part and includes an in-depth analysis structured into four main sections, following the indicated model:

- **6.1 Methodology** - General overview of the sample and method: content analysis of job advertisements and CVs (engineers, doctors, PhD holders);
- **6.2 Results** - Employer Advertisements – Frequency of 15 key words across 506 job postings;
- **6.3 Results** - Engineer and Doctor CVs – Term frequency in 541 CVs;
- **6.4 Results** - PhD Candidate CVs – Specific term frequency in 145 doctoral CVs;
- **6.5 Work Experience** - Distribution of professional experience in the two categories;
- **6.6 Conclusions - Synthesis and strategic interpretations.**

2. Content elements

Based on the significance of entrepreneurial communication (dialogue, culture, motivation, etc.) in organisational culture, 15 key words were selected to reflect values, attitudes, and behavioural orientations: *climate, team, culture, dialogue, collaboration, organisational culture, dress code, professional appearance, employee motivation, team motivation, reliability, sociability, adaptability, stress level, and discipline*.

The qualitative analysis of the frequency of these terms enables the identification of priorities and shared perceptions, both in institutional communication (job advertisements) and in professional self-presentations (CVs), including among quasi-elite PhD candidates.

3. Results

6.2. Employer Job Advertisements (n = 506)

Table 18. Term Frequency in Job Advertisements

Key term	Frequency
team	178
collaboration	40
stress	37
adaptable	14
sociable	12
culture	10
dialogue	9
climate	6
serious	6
disciplined	5
professional appearance	1
team motivation	1
organisational culture	0
dress code	0
employee motivation	0

Employers prioritise *collaboration*, *stress resilience*, and *social skills* in their advertisements. There is little to no emphasis on cultural development or organisational commitment in the terms used.

6.3 Engineer and Doctor CVs (n = 541)

Table 19. Term Frequency in Engineer and Medical CVs

Key term	Frequency
team	144
collaboration	83
stress	56
sociable	36
adaptable	30
team motivation	27
climate	5
dialogue	5
culture	4
serious	3
disciplined	3
Employee motivation	2

There is a strong emphasis on *collaborative* and *adaptive skills*, along with self-selection for stress-handling and an inclination towards teamwork.

6.4. PhD Candidate CVs (n = 145)

Table 20. Term Frequency in Doctoral CVs

Key term	PhD Engineers	PhD Doctors	Medical
collaboration	40	41	
team	38	55	
adaptable	7	13	
sociable	15	—	
stress	21	—	
dialogue	—	—	
disciplined	—	—	

Collaboration and *teamwork* emerge as essential across both groups. *Stress* is more frequently mentioned by PhD engineers. Terms like *motivation* or *culture* are absent from this level of professional self-presentation.

6.5. Work Experience

- **Engineers:** The majority have 11–15 years of experience (116), followed by those with 21–25 years (79) and 26–30 years (76); only 17 have less than 5 years of experience.
- **Medical professionals:** Most have 16–20 years of experience (138), followed by 6–10 years and 11–15 years (84 each); only one respondent reported more than 40 years of experience.

There is a clear predominance of mid- to senior-level professionals, indicating workforce stability and potential for mentorship. However, attracting new talent remains a challenge.

4. Conclusions

Teamwork and collaboration emerge as central values, consistently present across all analysed categories. This recurring pattern confirms a clear orientation

towards cooperative communication and functional synergy among organisational actors, both from the employers' and the candidates' perspectives.

Stress management appears as a recurrent concern, frequently mentioned in both engineers' CVs and employer job postings. This points to a shared responsibility between individuals and organisations in maintaining professional resilience in increasingly demanding work environments.

Interpersonal competencies such as *adaptability* and *sociability* are among the most frequently cited traits in the analysed documents. These suggest an entrepreneurial culture in which flexibility, relational openness, and the ability to integrate into diverse environments are highly valued and necessary.

A lack of clarity regarding organisational culture is evident in the low or absent frequency of specific terms across both types of documents. This may indicate a limited awareness or weak articulation of internal values by organisations.

The observed differences in the CVs of PhD-level candidates highlight a strong focus on collaboration and teamwork, but a notable absence of terms related to *motivation*, *leadership*, and *managerial orientation*. This may reflect a trend toward professional specialisation, with less emphasis on leadership roles.

Solid professional experience characterises the majority of respondents, suggesting a mature, well-established, and stable workforce. However, limited age diversity could present a vulnerability in terms of innovation and adaptation to new market demands.

Strategic Implications

Explicit organisational communication represents a strategic asset for employers aiming to differentiate themselves and attract valuable talent. Clearly integrating terms such as *organisational culture*, *professional development*, or *motivation* into job advertisements can elevate recruitment into an exercise in *organisational branding*, offering both transparency and authenticity.

Stress reduction programmes and *wellness initiatives* are emerging as essential components especially given that both employers and candidates frequently

cite stress as a significant variable. Such initiatives not only enhance the organisational climate but also improve employee retention, contributing to a more sustainable and balanced work environment.

Promoting leadership competencies becomes a priority in developing a healthy organisational culture. Terms such as *motivation* and *team management* can be nurtured internally through training and coaching, and communicated externally to reinforce the organisation's values. This approach helps build trust and prestige among potential candidates and business partners alike.

Recruiting younger professionals is becoming a strategic necessity in the context of a mature and stabilised workforce. *Generational diversity* ensures dynamism, creativity, and knowledge transfer through mentorship. Balancing experience with fresh energy creates a foundation for continuous learning and adaptability in the face of change.

Part IV: The Role of Communication in Managing Resistance to Change

1. Structure

This part of the research continues the analytical approach to organisational communication, addressing one of the most significant challenges in today's corporate environment - *resistance to change*. The study focuses on the perceptions of employees in Romania's IT sector and investigates the relationship between communication quality and the effectiveness of organisational transformation processes. In line with the overall objectives of the study, this section is structured into a single chapter:

- Chapter 7. The Role of Communication in Managing Resistance to Change (7 sections)

The chapter includes the research methodology, analysis of the applied questionnaire, and statistical interpretation of the results. The instrument used a questionnaire was built on a strong theoretical foundation rooted in recent international literature.

2. Content Elements

Communication is examined as a key element in organisational dynamics, with an emphasis on its ability to anticipate and reduce employees' psychological or behavioural resistance to change. The study begins from the premise that organisational change is constant, and its success depends directly on how information is communicated, understood, and internalised.

Effective communication is considered both as a formal (structured, intentional) and informal (spontaneous, interpersonal) process, with direct implications for employee engagement and strategic alignment.

The instrument used a questionnaire applied to a sample of 100 IT employees evaluated the following dimensions:

- perception of the quality of internal communication;
- channels used in change processes;

- communication effectiveness in reducing resistance;
- communication strategies perceived as effective;
- recommended practices for facilitating organisational transitions.

3. Results

- The quality of internal communication is perceived positively by the majority of participants: 59% consider it “good”, while 32% rate it as “very good”. Only 9% hold a neutral perception.
- Preferred communication channels during organisational change are: direct meetings (82%), the intranet (14%), and newsletters (4%).
- Involvement in change processes is universal among respondents 100% have experienced at least one organisational change within the last 3–5 years.
- Preferred methods of communicating change include regular team meetings (74%) and direct communication from supervisors (26%).
- Communication effectiveness is rated as “very effective” by 78% and “effective” by 22% in reducing resistance to change.
- Strategies perceived as effective in managing resistance include: recognition of success (48%), transparent communication (27%), and continuous feedback (25%).
- Recommended practices include: clearly communicating the objectives and benefits of change (83%) and using explanatory materials (17%).

Table 21. Perceptions and practices regarding organisational communication in the context of change

Category	Item Analysed	Percentage
Perception of internal communication quality	Very good	32%
	Good	59%
	Neutral	9%
Preferred communication channels	Direct meetings	82%
	Intranet	14%
	Newsletters	4%
Experience with organisational change	Have experienced change (past 3–5 years)	100%
	Regular team meetings	74%

Preferred method of communicating change	Direct communication from supervisors	26%
Communication effectiveness in reducing resistance	Very effective	78%
	Effective	22%
Effective strategies for managing resistance	Recognition of success	48%
	Transparent communication	27%
	Continuous feedback	25%
Recommended practices	Clear communication of change objectives and benefits	83%
	Use of explanatory materials	17%

4. Conclusions

Effective communication is perceived by IT employees as an essential component in managing organisational change. The data reflect a strong preference for direct interaction and a high level of employee engagement in transformation processes, confirming the importance of active participation and communicative leadership.

Strategies centred on **clarity**, **recognition**, and **continuous feedback** are the most valued, suggesting an organisational culture that prioritises transparency and individual appreciation. Communication, therefore, plays a **transformative role**, facilitating not only adaptation to change but also the consolidation of an open and resilient organisational culture.

Consequently, the results indicate that organisations investing in the development of communication skills and the diversification of communication channels can **significantly reduce resistance to change** and successfully support strategic transitions.

Part V: Communication and Organisational Culture

1. Structure

This part of the research is dedicated to a quantitative assessment of IT employees' perceptions regarding the role of communication in managing resistance to change. The investigation aims to provide a clear picture of how communication strategies contribute to reducing uncertainty and increasing employee engagement during organisational transformation. The chapter is structured as a single analytical unit, based on a questionnaire administered to a sample of 100 respondents.

The main objective of this stage is to identify the communication channels and strategies perceived as effective in diminishing resistance to change and optimising the organisational transition process.

2. Content elements

Based on relevant literature and theoretical contributions (Elving, Armenakis, Simoes & Esposito, Husain, Keyton, Men & Stacks), the questionnaire was designed to capture essential dimensions of communication in the context of change: overall communication quality, channels used, employee involvement in change, perceived communication effectiveness, and preferred strategy types.

The research instrument was distributed online via professional platforms such as LinkedIn and relevant Facebook groups, during the period 7–19 October 2023. Data collection and analysis were carried out using Google Forms and Microsoft Excel.

3. Results

Responses to the seven questions reveal a number of significant trends:

- **Communication quality:** 59% of respondents rate communication as "good", and 32% as "very good". Only 9% express a neutral perception, with no reports of negative experiences.

- **Preferred channels:** 82% identify direct meetings as the primary channels for communicating change. The intranet (14%) and newsletters (4%) are perceived as less effective.
- **Involvement in change:** 100% of respondents have participated in organisational change processes over the past 3–5 years, highlighting full exposure to transformational dynamics.
- **Mode of communication:** 74% were informed through team meetings, and 26% via direct communication with their supervisor.
- **Communication effectiveness:** 78% consider communication to be “very effective” in reducing resistance, while 22% view it as “effective”.
-
- **Effective strategies:**
 - Recognition and celebration of success – 48%
 - Open and transparent communication – 27%
 - Continuous feedback – 25%
- **Best practice recommendations:**
 - Clear communication of the objectives and benefits of change – 83%
 - Use of explanatory materials – 17%

Category	Evaluated Aspect	Percentage
Communication quality	Very good	32%
	Good	59%
	Neutral	9%
Preferred channels	Direct meetings	82%
	Intranet	14%
	Newsletters	4%
Involvement in change	Participation in change processes (last 3–5 years)	100%
Communication method	Team meetings	74%
	Direct communication with supervisor	26%
Communication efficiency	Very effective in reducing resistance	78%
	Effective	22%

Effective strategies	Recognition and celebration of success	48%
	Open and transparent communication	27%
	Continuous feedback	25%
Best practice recommendations	Clear communication of objectives and benefits	83%
	Use of explanatory materials	17%

These findings confirm the importance of interactive, personalised, and continuous communication in change management processes.

4. Conclusions

The quantitative study confirms the essential role of communication in managing resistance to change particularly in the **IT sector**, which is marked by high rates of transformation. The key conclusions are:

- **Interpersonal communication** (through direct meetings) is perceived as the most effective channel, even in a technological context where digital tools might be expected to dominate.
- **The quality of communication** is rated positively by the majority of respondents, suggesting the presence of effective organisational practices in this field.
- **Participatory strategies** that include feedback and public recognition are most valued by employees, highlighting the importance of emotional, not just informational, communication.
- **Transparency and clarity of objectives** are essential to reduce ambiguity and fear of the unknown two major sources of resistance to change.

Building on these findings, we propose the following model for improving communication in the management of resistance to change.

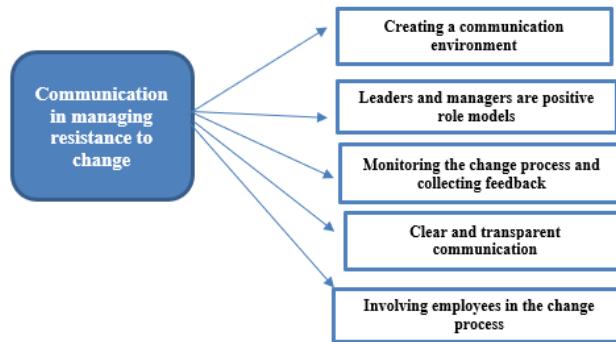


Figure 8.1 The CRS Model

Source: own elaboration.

Therefore, to support the success of change initiatives, organisational leaders must adopt a style of communication that is clear, coherent, and empathetic one that builds trust and fosters long-term engagement. Communication is not merely a tool for delivering change; it is the very foundation of an adaptive organisational culture.

Part VI: Conclusions, Limitations, and Future Research Directions

1. Structure

This final part of the thesis comprises a single chapter dedicated to general conclusions, summarising the results obtained through both qualitative and quantitative research. It is organised into four main sections:

- General Conclusions
- Research Limitations
- Future Research Directions

Implementation Proposals and Practical Applicability

2. General Conclusions

The research has demonstrated that this type of communication plays a decisive role in fostering innovation, creativity, accountability, and employee engagement. Entrepreneurial communication contributes to the development of an open and participatory culture, where employees can express their ideas and influence organisational development. It also provides a framework for autonomous initiatives and boosts internal motivation.

The validated SECO model (Strategies for Efficient Communication in Organisations) confirms that effective communication ensures an optimal flow of information, supports informed decision-making, reduces conflict, and stimulates organisational creativity and adaptability. Effective communication is directly linked to both individual and collective performance.

A balanced, flexible, and transparent work schedule contributes to productivity, employee well-being, and loyalty. Workplace facilities such as ergonomics, modern spaces, and safety have a direct impact on employee satisfaction and retention. A dress code adapted to the organisational context influences perceptions of professionalism and the organisational climate.

Work-life balance is essential to preventing burnout and sustaining active engagement. Effective teamwork builds synergies, leverages diverse skills, and

provides mutual support in achieving common goals. Career advancement contributes to individual development and the retention of valuable human resources.

3. Research limitations

- **Sample size:** The quantitative study involved 172 questionnaires, and the qualitative analysis included 506 job advertisements and 686 CVs. These sample sizes may limit the generalisability of the findings.
- **Potential response bias:** Despite anonymity, some respondents may have been influenced by concerns related to image or personal security.
- **Lack of longitudinal dimension:** The study captures a snapshot of the current situation without evaluating the evolution of communication and organisational culture over time.
- **Theoretical limitations:** Certain areas of organisational and entrepreneurial communication remain underdeveloped due to the lack of integrated research in the field.

4. Future Research Directions

- Expanding the sample to include a wider range of sectors beyond IT and healthcare;
- Conducting longitudinal studies to observe how perceptions of communication evolve in the context of organisational change;
- Complementing quantitative research with qualitative studies (interviews, focus groups) for a deeper understanding of the link between communication and innovation;
- Validating and adapting the SECO model in international contexts or in organisations of various sizes and structures;
- Evaluating the impact of specific organisational interventions (e.g. introducing continuous feedback programmes or flexible dress codes) on organisational culture and performance.

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